**Marketing Management**

**2019-2020**

*University of Birmingham*

*Birmingham Business School*

**Module Number: 0727757**

**10 Credits**

**Module leader:**

**Module purpose and objectives**

This module will build on student’s prior knowledge of basic marketing concepts and will develop a strategic orientation to their thinking as well as a critical awareness of the challenges facing marketing professionals and how organisations are responding. The module will review key principles and will be issue-based, and will also be highly interactive in the lecture sessions. In addition, we will be questioning the role of marketing in contemporary society and its social responsibility.

*Marketing Management* builds on the module *Principles of Marketing* and explores how firms go to market effectively and profitably, and the role that marketing professionals play in these endeavours. Rather than viewing marketing as a series of ‘boxes’ or sets of concepts and ideas, we will explore the role of marketing management within the firm and how it best supports the strategy of the firm and meeting its goals. Therefore, the philosophy of the module is to understand how to make customer-focused marketing work and creating a market-led company. We will explore a number of contemporary issues that marketing managers have to contend with, including: creating value propositions and value-based strategies, market sensing and learning, corporate social responsibility, making strategic decisions, and the challenges marketing managers face, among many other issues.

This module is recommended for anyone who wants to understand how marketing managers spend their time and the role of marketing within contemporary organisations, even if they do not think they will enter a marketing role after graduation. On completion of this module, you will be able to demonstrate knowledge in the following areas:

1. Demonstrate knowledge and understanding of the marketing management function within organisations;
2. Evaluate different managerial perspectives on the marketing function;
3. Choose and apply the relevant concepts and tools for analysing market opportunities and translating marketing decisions into marketing programmes; and
4. Research and apply relevant marketing research and consumer understanding to inform future marketing decisions.

In relation to skills, on completion of the module you will have developed (or enhanced) your ability to:

* Analyse complex marketing issues critically, systematically, and creatively to identify problems, and to create and evaluate a range of alternative approaches (including those derived from marketing concepts and frameworks) to solve marketing problems.
* Critique marketing concepts and challenge viewpoints and ideas.
* Be tolerant and responsive to ethical issues in marketing and alternative perspectives and opinions.
* Synthesise information from a wide variety of sources (and different perspectives) to make reasoned judgments and to develop a coherent understanding of theory and practice.
* Effectively formulate and deliver logical and precise arguments, and to engage in critical dialogue with peers.
* Feel confident, competent and inspired to put forward arguments and counterarguments about current marketing trends.

The module is also designed so that students may enhance/develop the following skills:

* accept the opinions of others;
* integrate your opinions into your arguments ;
* support and/or refute (counter-) arguments with a range of theories;
* work and engage with the arguments put forward;
* apply analytical schemas to facilitate analysis in decision-making; and source material from, and learn across, a variety of (e)places.

**Method of learning and teaching**

The method of teaching is through interactive lectures and workshops. An outline of the lecture topics can be found below. The module will consist of one two-hour lecture each week, for 10 weeks, plus two hour group workshops every other week. Lecture sessions will involve a mix of lectures, group discussion and debates, as well as a number of video clips. Your input is necessary in order to create a rich learning experience. In addition, detailed learning must also come from your own independent study of the respective articles recommended and the relevant book chapters, as well as additional reading of relevant newspapers and magazines.

*Duration*

Lectures: 20 lecture hours in total (two hours per week).

Workshops: Five two-hour workshops (weeks 2, 4, 6, 8, and 10).

The workshops will be based on case studies (please see below) that you can find on Canvas for the relevant week.

**Week 2**

Starbucks: Delivering Customer Service

**Week 4**

Kylemore Abbey: A Branding Challenge

**Week 6**

Unilever in Brazil

**Week 8**

CSR and the Tobacco Industry: A Contradiction in Terms?

**Week 10**

The New York Times Paywall

The **lecture room venue** is **Room 110 University House, Mondays 9-11am**. The **seminar sessions/workshops** will also be on **Mondays 11am-1pm**,and will take place in **Room G24 in the Watson Building** every other week.

**Core text and schedule**

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| **Week** | **Overview** | **Indicative content** | **Reading\*** |
| **1** | **Introduction to marketing management** | * Introduction to the module and its objectives * Marketing imperatives and principles * Marketing management mistakes | Chapters 1 and 3 |
| **2** | **Marketing management challenges** | * Marketing pressures and challenges * Market driven versus market driving approaches | 2 |
| **3** | **The need for strategic thinking and thinking strategically** | * Value and value-based marketing strategy * Branding strategy * Strategic thinking and thinking strategically * Innovation | 4 and 5 |
| **4** | **Market sensing and learning** | * Market insight, customer insight, competitor insight * Market sensing and learning | 6 |
| **5** | **Strategic market choices** | * Strategic market choices * Evaluating opportunities * Marketing planning tools | 7 |
| **6** | **Strategic market choices (continued)**  **Assessment workshop** | * Segmentation and targeting   *--- Assessment workshop and Q&A ---* | 7 |
| **7** | **Positioning and differentiation** | * Positioning and repositioning * Differentiation * Value propositions | 8 |
| **8 and 9** | **Strategic gaps and responsibility** | * Strategic gaps and windows * Making strategic decisions * CSR and ethics | 11 |
| **10** | **Infrastructure and implementation** | * Infrastructure and implementation * Marketing management control and audit | 12, 13, and 14 |

\*Piercy, N., (2017)

The core text for the module is:

*Nigel F. Piercy (2017). Market-Led Strategic Change, Routledge, 5th Ed.*

This book, in my opinion, is the best text on the role and contribution of marketing professionals in firms’ efforts in their marketplaces. Although it covers the necessarily relevant core theories and concepts, it does so with a strong practice-focus (it is partly written with a managerial audience in mind) giving it relevance and making it less dry than many competing texts. This book also has the added advantage that it will be a useful text for anyone who takes advanced study in marketing (e.g. MSc, MBA), or professional qualification (e.g. CIM), or who expects to enter a marketing role in the near future.

You should note, however, that a wide range of further texts and academic journal articles will also be recommended to support each session. I encourage you to become familiar with other sources, especially those available electronically through the University of Birmingham eLibrary. http://www.elibrary.bham.ac.uk. Relevant social science journals include the *Journal of Strategic Marketing, Journal of Marketing Management, European Journal of Marketing, and Journal of Marketing*.

In addition, I will provide suggested reading at the end of each lecture if you wish to explore a particular topic in greater depth.

**Assessment (individual coursework 100%)**

There is one piece of coursework for the module, and this comprises one individual essay. I will talk in more detail about the assessment in the lectures, and there will be plenty of opportunity and time for any questions in the lectures and workshops, if necessary. The question is as follows:

*How does marketing management differ in Red Oceans compared to Blue Oceans?*

Critically evaluate the role that marketing manager’s play in modern organisations, drawing on recent evidence, in Red Oceans versus Blue Oceans. You should research the literature on Blue Oceans and Red Oceans, and the literature on Market-Driven versus Marketing-Driving is also relevant. The assessment affords each of you the scope to explore marketing management in more depth. You can also provide brief examples if you wish.

Try not to be overly descriptive in your answer, I will explain what I mean by this in the lectures, but it relates in part to there being no single (or simple) answer to a question; there may be contrasting arguments in the literature for and against something. You can always talk to me about your assignment if you are unsure.

Your essay should cover the core literature on Red and Blue Oceans, and then consider how core marketing activities (e.g. branding, segmentation, targeting, positioning, corporate social responsibility, delivering value, among other topics) differ based on what type of market you are in.

The word limit is 2500 words maximum, 12-point, Times New Roman, 1.5 spaced. Please use examples to illustrate your answer. Include full references at the end of your essay for all sources used.

**The deadline submission for the coursework is: Friday 10th January, 2020, before 12 noon (submitted online via Canvas).**

*I sincerely hope you enjoy the module.*