**APPLIES TO ACADEMIC YEAR 2001/2002**

# MRK 9920 Marketing Planning and Strategy

**Program**
Bachelor's Program in Marketing and Internationalization, Bachelor's Program in Marketing Communication

**Responsible for the course**
Arne Morten Ulvnes

**Department**
Marketing

**Term**
Spring

**ECTS Credits**
12

**Objective**

The aim of the course is to make students capable of analyzing and managing the interaction between the company's internal resources, in order to utilize opportunities and respond to threats from existing and new markets. This presupposes an in-depth introduction to the company's internal capabilities, routines and decision structures. A thorough presentation is also given of the company's external competitive situation and relations to customers, suppliers and partners.

During the course we aim to develop an insight into the balance between strategy and action plans, related to the reality you find companies of differnt size as well as their differnt orientation towards the market. Further, it is also a goal that the course shall give students a holistic view of marketing, in which this course together with learning from previous courses may be applied to develop plans and strategies.

**Prerequisites**
The course is based on the knowledge of marketing that the students have acquired from other marketing courses in their studies

**Compulsory literature**

Lehmann, Donald R. and Russell S. Winer. 2001. *Analysis for marketing planning* . 5th ed. Boston, Mass.: Irwin/McGraw-Hill.
Aaker, David A. 2001. *Strategic market management* . 6th ed. New York: Wiley.
Ulvnes, Arne Morten. 2002. *Kompendium i markedsplanlegging og -strategi* . Sandvika: Handelshøyskolen BI.
Haugland, Sven A. 1996. *Samarbeid, allianser og nettverk* . Oslo: Tano Aschehoug.

**Recommended literature**

Thompson, Arthur A. and A. J. Strickland III. 2001. *Crafting and implementing strategy: Text and readings* . 12th ed. Boston, Mass.: Irwin/McGraw-Hill.
McDonald, Malcolm. 1999. *Marketing plans: How to prepare them, how to use them.* 4th ed. Oxford: Butterworth-Heinemann.
Thjømøe, Hans Mathias. 1999. *Markedsplanlegging i praksis: teorier og simuleringsmodellene: MaxPro* . Asker: Singularis.

**Course outline**

1. Market orientation
2. Definitions and goals
3. The planning process
4. The contents of a marketing plan
5. SWOT-analysis
6. External analysis
    - Analysis of customers

- Definition of competitors and competition
- Analysis of the line of business
- Analysis of competitors
- Uncertainty

7. Internal analysis
   - The company's capabilities and learning
   - Performance
   - Products
   - VRIO
8. Market potential and forecasts
9. Alternative business strategies
   - Obtaining a substainable competitive advantage
   - Differentiation strategies
   - Obtaining an SCA
   - Growth strategies
   - Diversification
   - Strategies in declining and hostile markets
   - Global strategies
   - Cooperation strategies
10. Analyses and product strategy
11. Competing trough customer-delivered value (loyalty, trust, quality, satisfaction)
12. Adaptation of strategy to the company's situation
13. Management, organization and governance of internal strategy process
14. Implementation of chosen strategy and control
15. Development and control of communication-, price-, distribution- and customer service plans

**Computer-based tools**
Computer-based tools are not used in this course.

**Course structure**
The course consists of 72 teaching hours, teaching is based on lectures, plenary discussions, group discussions and guidence. The course requires extensive individual effort.

**Evaluation**
The course is concluded with a term paper to be written in the course of one week and an individual 3-hour control exam. The term paper may be written individually or in groups of up to three students.

**Evaluation code(s)**
MRK 99201 - term paper, which accounts for 100% of the grade in MRK 9920, 4 credits
MRK 99202 - Three-hour written examination, Pass/Fail.

**Aids at the examination**
All aids are allowed on the term paper.

**Makeup exam**
A re-sit is normally held at the end of next course.