



APPLIES TO ACADEMIC YEAR  
2002/2003

## 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 M 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 different size as well as their different 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.  
Haugland, Sven A. 1996. *Samarbeid, allianser og nettverk* . Oslo: Tano  
Aschehoug.  
Ulvnes, Arne Morten. 2003. *Kompendium i markedsplanlegging og -strategi* . Sandvika: Handelshøyskolen BI.

### 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
    - Marketing strategies (price, product, marketing channels, communication).
    - Obtaining a sustainable 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 through 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 plenary guidance. 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.