



APPLIES TO ACADEMIC YEAR 2009/2010

## GRA 6409 Strategic Marketing Issues

### Programme

Advanced Specialization Course (MSc), Master of Science in Business and Economics, Master of Science in Business and Economics (Marketing), Master of Science in International Marketing and Management, Master of Science in Strategic Marketing Management

### Responsible for the course

### Department

Department of Marketing

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

The purpose of marketing is to transform company resources to satisfy customer needs more effectively and efficiently than competing alternatives. The unique competence in marketing is to understand customer needs and how value is created, and the ability to identify and solve strategic and operative issues related to this transformation. There is a massive amount of information about customers, markets and competition that needs to be organized in meaningful ways in order to optimize strategic and operative marketing decisions. Organizations have to be flexible and adaptable to major changes in how value and competitive advantage is created.

### Learning outcome

Knowledge objectives:

- What is a market and what is marketing?
- What is strategic marketing?
- Market dynamics and heterogeneity
- What create value for customers?
- Market segments and positioning
- Market segments and differentiation of marketing activities
- Market orientation and marketing capabilities
- Brand positioning, brand-building, brand extension and brand architecture
- Customer portfolio
- Customer relationship dynamics
- Competitive positioning
- Sustainability

Skill objective:

- Read and understand scholarly journals in the field
- Analyze and structure complex information
- Logical thinking
- Relate theory to practical problems, and vice versa

Attitude objectives:

- Critical reflection and thinking
- Respect for the complexity of marketing decisions and business in general

### Prerequisites

Prior knowledge of marketing theory- preferably at an intermediate level - is required. Note that this is an advanced course.

### Compulsory reading

### Collection of articles:

A number of scientific and managerial articles are compulsory literature. In addition students

need to acquire a set of HBS cases.

**Other:**

A list of compulsory readings will be provided on Blackboard or in class. During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

**Recommended reading**

**Books:**

Larréché, Jean-Claude, Hubert Gatignon and Réme Triolet. 2003. Markstrat online : student handbook. Paris : StratX International

**Course outline**

Major topics to be covered include:

- The purpose of Marketing
- Creating Customer Value
- Competitive Positioning and Comparative Advantage
- Market Orientation, Marketing Capabilities and Organizational Culture
- Strategic Brand Building
- Strategic Customer Relationship Management and Sales

**Computer-based tools**

Markstrat 3 Simulation

**Learning process and workload**

36 hours. The class will be organized around discussing selected topics illustrated by theoretical articles and cases. The students are expected to be well prepared and highly involved in the discussions. An application of the discussion topic will be the use of the Markstrat 3 simulation, where student teams compete against each other in a fictional marketing environment. The assignment for the term paper is to analyze a strategic marketing success. Students will work in groups of three.

In this course class attendance is mandatory. Unexcused absence can result in a lower score. Specific Information regarding student evaluation will be provided in class.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

**Examination**

Your course grade will be based on the following activities and weights:

- 20% - Markstrat (groups)
- 30% - Term Paper (groups of max 3 students)
- 20% - Case Assignments and discussion (groups of max 3 students)
- 30% - Two-Hour Written Exam (individual)

All parts of the evaluation need to be passed in order to get a grade in the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

**Exam code(s)**

GRA 64091 accounts for 100% of the final grade in the course GRA 6409.

**Examination support materials**

A bilingual dictionary.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

**Re-sit examination**

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee

**Additional information****Honor Code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.