



APPLIES TO ACADEMIC YEAR 2014/2015

ELE 3762 Strategic marketing decisions and case analysis

Programme

Elective

Responsible for the course

Line Lervik-Olsen, Tor Morten Løland

Department

Department of Marketing

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

Intensified competition in stagnant markets with increased economical turbulence force business leaders to make strategic marketing decisions quickly and efficiently. These decision are of both short- and long term nature assuming the least possible risk. This demands a good command of professional and analytical skills. Handling these challenges requires two sets of skills; knowledge about marketing strategies and the economical impact of different strategic choices and, equally important, ability to analyze complex market situations, identify relevant strategic alternatives, evaluate them, and ultimately make effective strategic marketing decisions. The needed skills can be acquired through two steps:

1. Learn about strategic marketing, and
2. Apply this knowledge in analyzing business cases

The course will provide an introduction to strategic marketing and its core concepts, models, and analytical tools, in addition to key economic parameters to estimate the impact of various strategic marketing initiatives. The course is mainly rooted in the field of strategic marketing, yet with an interdisciplinary approach that integrates and builds on knowledge students have acquired in subjects such as finance, strategy and organization. The objective of the course is to build on existing knowledge from this and previous courses and develop students understanding and skills in analyzing strategic marketing issues. Further, the course will enable students to work in teams, conduct internal and external analyzes, and make recommendations for decisions in the best interest of the business owners.

Learning outcome

Acquired knowledge

After completing the course, students should have:

- Gained basic understanding of the strategic marketing decisions managers face .
- Established knowledge of core concepts , models and analysis used to identify the corporate present situation of the market, identify desired market position and how this position can be achieved.
- Gained the ability to look across disciplines and apply knowledge from other disciplines such as economics, finance, strategy and organization to make sound strategic marketing decisions.
- Learned to analyze situations businesses face and diagnose problems by applying appropriate analytical tools from already known fields. This will give students a better understanding of how the various disciplines are interrelated as well as an overall strategic approach to decision making .

Skills

Acquired
After completing the course, students will be able to:

- Identify and reflect on critical issues .
- Conduct a strategic market analysis based on a business perspective and make sound strategic decisions based on the analysis being done.
- Discussing and presenting the chosen solution in a professional manner based on good professional and comprehensive understanding .

Reflection
Throughout

the course, students should be made aware, learn to be critical and reflect on the ethical issues and challenges as an entrepreneur encounters in a typical market strategic decision situation.

Prerequisites

Due to the fact that one of the learning objectives of the course is to gain ability to look across disciplines is required that 1 through 3 semester of the Bachelor's program is completed.

Compulsory reading

Books:

West, Douglas C., John Ford, and Essam Ibrahim. 2010. Strategic marketing : creating competitive advantage. Oxford University Press. 2010 utgaven eller siste ved oppdatering.

Collection of articles:

Olsen, L. L., Løland, T.M og Lund, S.. 2014. Artikkelsamling. Distribueres på Itslearning

Other:

Div. forfattere. Case samling. Distribueres på Itslearning

Recommended reading

Books:

Mauffette-Leenders, Louise A., James A. Erskine, Michiel R. Leenders. 2005. Learning with cases. 3rd ed.

Richard Ivey School of Business, University of Western Ontario. 2005 eller siste utgave

Weissman, Jerry. 2013. In the line of fire : how to handle tough questions - when it counts. 2nd ed. Pearson Education. 2005 eller siste utgave

Articles:

Div. forfattere. Anbefalte artikler. Distribueres på Itslearning

Course outline

Strategic

marketing:

- Market strategy: analysis and perspective
- Analysis of current situation
- Internal analysis: the company's position in the market.
- External analysis: environment and competition
- Where does the company want to be?
- Strategic market decisions and choices
- Segmentation, targeted marketing and strategies for positioning
- Different market strategies: (offensive/defensive/branding/relation)
- How can the company get there?
 - Innovation and development strategies
 - Service marketing
 - Pricing and distribution
 - Marketing communication
 - E-marketing
 - Social and ethical strategies

Case

analysis:

- Understand the complexity of a problem (different disciplines perceive different problems)
- Be able to present and argument for the problems chosen
- Use relevant and appropriate analytical tools:
 - Financial accounting analysis
 - Financial calculations
- Strategic analyses: internal and external
- Challenges related to the marketing plan
- Be able to summarize the analysis, make alternative courses of action, and present the best alternative.
- Be able to identify the organizational implications of the chosen alternatives or decisions.
- Present analysis and solutions, and be able to discuss and defend own choices.
- Develop constructive teamwork for optimizing decision making

Computer-based tools

Excel and PowerPoint will be used

Learning process and workload

The course consists of 45 hours of lectures, case studies and task guidance, and self-study (reading of cases and exercises / tasks) and teamwork.

In order to create realistic situations, the course will use cases. Students will be trained through case studies in developing / implementing:

1. Problem Clarification: identify key issues
2. Situation Analysis: (choose appropriate tool from the "Toolbox") economic, financial and strategic analysis, competitor analysis and market reviews required to best diagnose the situation.
3. Alternatives of actions / Implementation Plan: Based on the analyzes, propose realistic alternatives for action and present the best solution option. Being able to argue this.

Recommen

ded workload:

Activity	Use of hours
Lectures, case studies and assignment guidance	45
Preparation, required readings and cases	40
Case solving	80
Final assignment	35
Total recommended workload	200

Use of hours

45 hours lectures and case solving

Coursework requirements

Examination

Students establish teams of three people. Three weeks before the exam teams assigned cases. Each group holds a 20 minute case presentation, followed by 10-15 minutes interrogation of sensor. The presentation submitted to the lecturer 24 hours before the exam.

The course evaluation form, process evaluation, and final grade for the course is determined based on the following elements and criteria:

- Case Presentations (group evaluation), 60%
- Participation in class (individually), counts 25%
- Review of article or book (individually), accounts for 15%

All items must be passed to obtain a final grade. Students who fail the individual elements must take the course again at a later implementation.

Examination code(s)

ELE 37621 - Process evaluation, counts for 100 % to obtain final grade in ELE 3762 Strategic marketing decisions and case analysis, 7.5 ECTS credits.

Examination support materials

All aids are allowed

Re-sit examination

Re-sit examination is offered at next scheduled course.

Additional information

The course is suitable for those wanting to:

- Learn how to make better strategic market decisions, faster.
- Prepare for recruitment sessions that awaits after completion of studies.
- Participate in case competitions.