

MODULE SPECIFICATION

KEY FACTS

Module name	Marketing Strategy
Module code	BM2211
School	Bayes Business School
Department or equivalent	Undergraduate Programme
UK credits	15
ECTS	7.5
Level	5

MODULE SUMMARY

Module outline and aims

This module examines recent developments in marketing thinking and market strategy development. It focuses on the dynamic aspects of market strategy development and current issues. Its focus will go beyond marketing mix tactics or a specific product or service offering. The course will explore how to develop marketing capabilities and strategies, as well as marketing configurations, so as to maximise long-run customer and shareholder value.

The main objectives of the course are to:-

- a) Equip students with a comprehensive understanding of the evolution of marketing thought and the principles of the modern marketing paradigm.
- b) Develop students' strategic marketing decision-making abilities in a competitive, global business environment.
- and
- c) Foster a dynamic and systemic perspective on marketing, linking strategy, organisational configuration, and marketing capabilities.

Content outline

- Conventional and new approaches to marketing strategy making and planning Approaches
- Market orientation and aligning marketing configurations
- The key marketing capabilities of an organisation
- Prioritising strategies to increase long-term customer shareholder value
- Creating value equity, brand equity and relationship equity

To enhance your learning experience modules are designed to reflect contemporary issues in the business and financial world. As such, a degree of flexibility is expected in the exact content in terms of scope and coverage to ensure relevance to current circumstances.

Inclusivity in the Programme This module aims to promote inclusivity by incorporating diverse case studies and marketing examples from various cultural and business contexts. Efforts will be made to ensure accessible learning materials, and inclusive language will be used throughout. Students will be encouraged to reflect on equity and diversity in marketing practices, with specific attention to ethical marketing and responsible consumption.

Pre-requisites

BM1103 Fundamentals of Marketing

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this module, you will be expected to be able to:

Knowledge and understanding:

- Critically evaluate the evolution of marketing thought and its relevance to modern marketing practices.
- Analyse the drivers and features of the new marketing paradigm and its impact on contemporary marketing strategies.
- Examine the role, challenges, and strategic responsibilities of senior marketing managers in a competitive global business environment.
- Evaluate the role of marketing in achieving sustainable competitive advantage through value, brand, and customer-related equity.
- Understand and critique the processes and principles underlying organisational alignment with market demands.
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Skills:

- Critically analyse and evaluate complex marketing decisions and the external marketing environment.
- Communicate marketing insights, strategies, and solutions with clarity and professionalism, using appropriate marketing terminology
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- Make strategic decisions by assimilating and combining different types of industry and market research information to develop marketing strategies.
- Apply advanced framework and tools to make strategic marketing choices
- Organise, integrate and combine information and concepts into effective marketing strategies and plans
- Prioritise allocation of resources to various marketing mix elements, so as to maximise long-term value for customers and stakeholders
- Evaluate arguments or propositions and to make judgments that can guide the development of marketing plans and making decisions
- Discern the main parameters of managerial problems and develop strategies for their resolution
- Translate data into concepts and information and them as tools in support of arguments

Values and attitudes:

- Challenge traditional beliefs and notions held by you regarding marketing and marketing planning
- Develop a dynamic and systemic view of marketing that besides strategies blends culture, organisational configuration and marketing capabilities
- Realise the inter-relationship between marketing and other business subjects and functions
- Think strategically and appreciate the need for strategic marketing thinking in modern business environments
- Demonstrate an appreciation of ethical issues as they relate to both the subject matter and the wider business world.

Graduate Attributes

- Critical Thinker: Demonstrate strategic thinking and evidence-based decision-making in complex marketing contexts.
- Innovative Problem-Solver: Develop creative solutions to marketing challenges using data-driven insights.
- Ethical Leader: Exhibit ethical awareness and promote responsible marketing practices.
- Effective Communicator: Convey marketing insights clearly and persuasively to diverse stakeholders.
- Lifelong Learner: Adapt to the evolving marketing landscape and continuously update knowledge and skills.

HOW WILL I LEARN?

A variety of learning and teaching methods will be used in this course.

Learning Methods

Lectures: Introduce core concepts, frameworks, and contemporary examples.

Attendance is strongly recommended.

Group Work: Apply theory to practice through collaborative activities, encouraging teamwork and problem-solving.

Case Studies: Analyze real-world marketing challenges to develop analytical and strategic thinking.

Independent Study: Engage with readings, online activities, and sample exercises to deepen understanding and prepare for assessments.

Online Resources: Access recorded lectures, videos, and learning materials on Moodle for self-paced study.

Independent Study You are expected to read core texts, review academic articles, and engage with case studies. This will support coursework preparation, revision for exams, and application of concepts to practice. Moodle provides supplementary materials and activities for guided learning.

Assessment Preparation Formative exercises and feedback opportunities will help you refine your understanding and prepare for coursework and exams. Engaging with these exercises will ensure clarity on assessment expectations.

Engagement and Participation Active participation in discussions, case studies, and group work is encouraged to enhance learning. Peer collaboration will help you connect

theory with practice, and participation guidelines will be shared at the start of the module.

This approach ensures a dynamic and supportive learning environment, promoting both independent learning and collaborative engagement.

Teaching pattern:

Teaching component	Teaching type	Contact hours (scheduled)	Self-directed study hours (independent)	Placement hours	Total student learning hours
Lecture	Lecture	22	128		150
Totals		22	128		150

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessments

This module is assessed by Coursework and Examination.

Coursework will be in the form of a report of 1000 words.

At the end of the module you will sit one final 120 minute exam during the University exam period.

Assessment pattern:

Assessment component	Assessment type	Weighting	Minimum qualifying mark	Pass/Fail?
Coursework	Report	30%	0	N/A
Final Exam	Written exam	70%	0	N/A

Assessment criteria

Assessment criteria are descriptions of the skills, knowledge or attributes you need to demonstrate in order to complete an assessment successfully and Grade-Related Criteria are descriptions of the skills, knowledge or attributes you need to demonstrate to achieve a certain grade or mark in an assessment. Assessment Criteria and Grade-Related Criteria for module assessments will be made available to you prior to an assessment taking place. More information will be available in the UG Assessment Handbook and from the module leader.

Feedback on assessment

Following an assessment, you will be given your marks and feedback in line with the University's Assessment Regulations and Policy. More information on the timing and type of feedback that will be provided for each assessment will be available from the module leader.

Assessment Regulations

The Pass mark for the module is 40%. Any minimum qualifying marks for specific assessments are listed in the table above. The weighting of the different components can also be found above. The Programme Specification contains information on what happens if you fail an assessment component or the module.

INDICATIVE READING LIST

Day, G. S., & Moorman, C. (2010). *Strategy from the outside in: Profiting from customer value*. New York, NY: McGraw-Hill Education.

Palmatier, R. W., Moorman, C., & Lee, J. (Eds.). (2019). *Handbook on customer centrality: Strategies for building a customer-centric organization*. Edward Elgar Publishing.

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity*. Wiley.

Kumar, V. (2018). Transformative marketing: The next 20 years. *Journal of Marketing*, 82(4), 1-12

Bloch, N. (2016, September 1). The elements of value. *Harvard Business Review*.

Chakravarty, A., & Kumar, V. (2021). Marketing capabilities: Antecedents and outcomes. *Journal of Marketing*, 85(5), 1-20

Day, G. S. (2006, September 1). Aligning the organization with the market. *MIT Sloan Management Review*, 48(1), 21–30.

Day, G. S., & Wensley, R. (1988, April). Assessing advantage: A framework for diagnosing competitive superiority. *Journal of Marketing*, 52(2), 1–20.

Day, G. S. (1998, March). What does it mean to be market-driven? *Business Strategy Review*, 9(1), 1–14.

Datta, H., Ailawadi, K. L., & van Heerde, H. J. (2017). How well does consumer-based brand equity align with sales-based brand equity? *Journal of Marketing*, 81(3), 1-20.

Edelman, D. C. (2010, December 1). Branding in the digital age: You're spending your money in all the wrong places. *Harvard Business Review*, 88(12), 62–69.

Ganesan, S. (2005, June 1). The decline and dispersion of marketing competence. *MIT Sloan Management Review*, 46(4), 37–44.

Guild, T. (2006, July 1). Capitalizing on customer insights. *The McKinsey Quarterly*.

Kim, W. C., & Mauborgne, R. (2015). *Blue ocean strategy: How to create uncontested*

market space and make the competition irrelevant (Expanded ed.). Harvard Business Review Press.

Kumar, V., & George, M. (2007, May 18). Measuring and maximizing customer equity: A critical analysis. *Journal of the Academy of Marketing Science*, 35(2), 157–171.

Kumar, V. (2002, July 1). The mismanagement of customer loyalty. *Harvard Business Review*, 80(7), 86–94.

Kumar, V. (2018). Transformative marketing: The next 20 years. *Journal of marketing*, 82(4), 1-12.

Leemon, D. (2015, November 1). The new science of customer emotions. *Harvard Business Review*, 93(11), 66–81.

Moorman, C. (2011, September 22). An outside/in perspective to strategy. *Marketing Management* (Chicago, Ill.).

Nadeau, M. C., & Singer, M. (2014). Making loyalty pay: Six lessons from the innovators. McKinsey & Company.

Webb, A. P. (2006). Profiting from proliferation. Harvard Business Review Press.

Weed, K. (2014, July 1). The ultimate marketing machine. *Harvard Business Review*, 92(7), 90–99.

Weed, K. (2016, September 1). Building an insights engine. *Harvard Business Review*, 94(9), 64–73.

Wittenbraker, J. (2014, July 1). Unlock the mysteries of your customer relationships: Are you connecting with consumers the way they want you to? *Harvard Business Review*, 92(7/8), 96–105.

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Appendix:

Please complete the following table which is required for correct set up on SITS, and for external reporting. Further information is available on HESA Cost Centres ([here](#)) and HECoS Codes ([here](#)). Guidance is also available in the [Quality Manual](#).

CODES		
HESA Codes	Description	Price Group
133	Business and management studies	D
HECOS Codes	Description	Percentage (%)
100075	The study of techniques involved in the management of an organisation's relationship with its customers and the world at large.	60
100810	The study of the techniques involved in the formation	40

	and implementation of a strategy within an organisation.	
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