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Programme Aims and Objectives

Aims

The aim of the programme is to produce MSc graduates who can either pursue doctorates in marketing or proceed directly to fast-track marketing opportunities in a range of established businesses or entrepreneurial ventures. Students who complete the programme successfully will be able to:

- Demonstrate understanding of advanced marketing practices in the context of modern business
- Apply analytical ability and problem-solving skills in the context of marketing management
- Demonstrate ability to apply relevant and professional decision-making solutions to key marketing challenges
- Demonstrate personal development and learning skills applicable to marketing practices in the international marketing environment

Objectives

Knowledge Objectives

Students will understand:

- advanced marketing practice in the context of modern business
- the fundamentals of marketing and a range of topics in advanced marketing
- the critical role of technology as a challenge and an opportunity in marketing
- how to apply their learning in the context of established companies and entrepreneurial ventures
- how organisations develop competitive advantage by creating, delivering and communicating value to customers
- consumer behaviour and when, why and how people do or do not buy a product
- how brands create value for customers and for the organisations that manage them effectively
- the critical role of marketing in driving innovation in organisations
- recent research findings in marketing and their implications for marketing practice

Skill Objectives

Students who complete the programme successfully will be able:

- integrate, analyse and evaluate new and/or abstract data and situations, using a wide range of appropriate techniques and transform such data and concepts into options and solutions
- use conceptual, analytical and quantitative skills for decision making
- apply innovative thinking and leadership to marketing practice
- apply analytical techniques to the decision making process in business, both systematically and creatively, and present analysis in a clear and persuasive manner
- apply knowledge and skills learnt on the programme to situations in the workplace
- manage resources and time effectively in order to achieve intended goals
- work effectively as a team member which includes collaboration and formulating effective strategies for achieving goals when working with others
- clearly identify criteria for success and evaluate individual performance against those criteria
- enhance lifelong learning skills and personal development so as to be able to work with self-direction and originality and contribute to business and society at large
Skills Development

The programme is designed to develop a variety of skills and qualities, ranging from key leadership skills, personal effectiveness, teamwork, independence, verbal and written communication, analytical thinking and ethical integrity which makes a responsible and ethical manager.

The table on the following pages provides further details of how these skills are developed throughout the programme.

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Development</td>
<td>Personal effectiveness on an operational level. This includes the dynamics of working individually or as a member of a group</td>
<td>Working in teams or time management</td>
</tr>
<tr>
<td>Communication</td>
<td>Verbal, non-verbal and written skills</td>
<td>Preparing and delivering presentations</td>
</tr>
<tr>
<td>Technical and Analytical</td>
<td>Essential workplace tools and techniques beyond curriculum teaching</td>
<td>Data analysis using Excel / digital and non-digital marketing analytics tools</td>
</tr>
<tr>
<td>Ethical</td>
<td>Key skills that make an effective, responsible and ethical marketing manager</td>
<td>Learning how to adopt a responsible attitude towards business and marketing management</td>
</tr>
<tr>
<td>Professional Skills Type</td>
<td>Core Modules</td>
<td>Practical Modules</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>(1)</td>
<td>(2)</td>
</tr>
</tbody>
</table>
| Personal Development     | • Manage resources and time effectively in order to achieve intended goals | • Learn independently with open-mindedness and critical enquiry  
• Learn effectively for the purpose of continuing personal development  
• Reasoning and problem solving | • Work effectively as a team member  
• Learn about marketing leadership and the ability to work as a “board of directors” | • Learn how to build professional networks  
• Identify skills and career interests and self-evaluate career potential |
|                          |             |                  |               |                                    |
| Communication            | • Research and construct written reports  
• Prepare and deliver professional presentations | • Present a marketing plan in a competitive situation  
• Present findings from a consultancy project to a real business | • Carry out, interpret, evaluate and synthesise existing literature related to a strategic marketing theme | • Develop professional and interpersonal skills  
• Develop key communication skills for marketing career progression  
• Develop interview techniques for different professional marketing environments |
|                          |             |                  |               |                                    |
| Technical and Analytical | • Use relevant information and communications technology such as MS Excel / Google Analytics  
• Design and create website material, adverts, blogs etc.  
• Create videos | • Apply management skills to situations in the workplace  
• Produce creative and realistic solutions to complex problems | • Critically review evidence including its reliability, validity and significance | • Learn how to write effective CVs and complete job application forms |
| Ethical                  | • Learn how to evaluate the marketing implications of ethics in different scenarios  
• Learn how to adopt a responsible attitude towards business and marketing management |                     |               | • Learn how to keep up-to-date with CSR policy in the business sector |

(1) “Core Modules” comprise Consumer Behaviour, Marketing Strategy and Finance, Digital Marketing, Marketing Analytics, Quantitative Services Marketing, Contemporary Marketing Practice, Branding, Pricing, Marketing Decision Making, Strategic Product Management, Relationship Marketing, and Integrated Marketing Communications

(2) “Practical Modules” comprise Marketing Plan Competition and Marketing Consulting Project

(3) “Report Module” refers to the Applied Strategic Marketing Report
### Personal Skills Development for Individual Modules

<table>
<thead>
<tr>
<th>Core Modules</th>
<th>Written</th>
<th>Presentations</th>
<th>Spreadsheets</th>
<th>Analytical &amp; Critical Reasoning</th>
<th>Verbal</th>
<th>Teamwork</th>
<th>Personal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer Behaviour</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Marketing Strategy and Finance</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Quantitative Services Marketing</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Marketing Analytics</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Branding</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Pricing</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Relationship Marketing</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Strategic Product Management</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Marketing Decision Making</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Integrated Marketing Communications</td>
<td>✔</td>
<td></td>
<td>✔</td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Contemporary Marketing Practice I and II</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

| Practical Modules                                 |         |               |              |                                 | ✔      | ✔        | ✔        |
| Marketing Plan Competition                        | ✔       |               | ✔            |                                 | ✔      | ✔        | ✔        |
| Marketing Consulting Project                       | ✔       |               | ✔            |                                 | ✔      | ✔        | ✔        |

| Report Module                                      |         |               |              |                                 | ✔      | ✔        | ✔        |
| Applied Strategic Marketing Report                 | ✔       |               |              |                                 | ✔      | ✔        | ✔        |

| Professional Development                          |         |               |              |                                 | ✔      | ✔        | ✔        |
| Careers Workshops                                  | ✔       |               |              |                                 | ✔      | ✔        | ✔        |
Programme Structure and Approach

**Autumn Term**
Monday 3 October 2016 – Friday 16 December 2016

Consumer Behaviour  
Marketing Strategy and Finance  
Digital Marketing  
Marketing Analytics  
Quantitative Services Marketing

**Spring Term**
Monday 9 January 2017 – Friday 24 March 2017

Branding  
Pricing  
Relationship Marketing  
Strategic Product Management  
Marketing Decision Making  
Contemporary Marketing Practice I

**Summer Term and Projects**
Monday 8 May 2017 – Friday 28 July 2017

Integrated Marketing Communications  
Marketing Plan Competition  
Marketing Consulting Report  
Applied Strategic Marketing Report  
Contemporary Marketing Practice II

**Programme Assessment**

**The Board of Examiners**

The Board of Examiners is made up of all members of the School's academic staff who teach on the programme (called 'internal examiners') plus a number of external examiners drawn from other universities. The external examiners are appointed for no more than four consecutive years. They are, or have in the past been, drawn from LBS, Manchester, Cranfield, Lancaster, City, Open University and LSE. Each external is allocated a number of subjects in their area of expertise. The Board Chairman is the Programme Director.
This year, the external examiners for MSc Strategic Marketing are as follows:

<table>
<thead>
<tr>
<th>Dr Rob Angell</th>
<th>Cardiff University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Yasmin Sekhon</td>
<td>Southampton University</td>
</tr>
</tbody>
</table>

External examiners:

- Check examination papers for clarity, and also ensure that papers are appropriate in terms of standard, coverage of the syllabus, consistency with previous papers and generally act as a ‘watchdog’ for quality and fairness to candidates
- Review examination scripts and coursework assignments to ensure that the overall standard of performance is accurately reflected in the marks awarded, and give final judgment in marginal cases

The details provided above are for information only. Please note that it is not appropriate for students to contact the externals directly regarding their studies. Any issues that you have in relation to your assessment should be raised internally with your Programme Team in the first instance or with the College Registry, if necessary. Issues can only be raised with College Registry once the External Examiners’ meeting has taken place and results have been released by Registry.

Assignments

As part of College requirements, all assignments may be inspected by the Board of Examiners. We retain copies of work that you submit for this purpose but it is essential that you keep all work that is returned to you until the MSc Strategic Marketing Programme has been completed, should another copy be required.

For Assignment Submission Guidelines, please see the Assessment section in the ‘Academic Regulations and Policies’ document under the Key Information section on the Hub.

Examinations

Examinations for modules taken in the autumn term

Week commencing 9 January 2017
- Consumer Behaviour
- Marketing Strategy and Finance
- Digital Marketing

Examinations for modules taken in the spring term

Week commencing 24 April 2017
- Branding
- Pricing
- Relationship Marketing
- Strategic Product Management
Past examination papers or specimen questions are provided to guide students on content only. The format is subject to change and the Module Leader will provide full information during the module.

All exam papers (which are identified by candidate number only and not student name) are marked in detail by the module leader with a second marker undertaking sample check marking to ensure that the mark awarded by the module leader is appropriate. In the event of a disagreement in the marks, there will be a discussion between the internals, and if necessary a third internal examiner will be consulted. If required, there will be adjudication by an external examiner.

**Mitigating Circumstances**

To ensure consistency from year-to-year, the Board normally applies the marking guidelines quite rigidly. However, where a candidate has suffered from illness or other circumstances that the Board believes will have had a significantly adverse effect on their performance, the Board may allow the candidate to pass even though their marks would otherwise cause him/her to fail. It is fair to add, however, that the Board has used its discretion in this way only in cases of **truly marginal** failure.

If candidates have, or are, experiencing serious illness or other major problems which they consider to be impacting academic performance, they should consider making a request for Reasonable Adjustments and/or submitting a claim for Mitigating Circumstances. Both these process are detailed in the ‘Academic Regulations and Policies’ document on the Hub.

**Re-sitting and Resubmitting**

Candidates who are judged to have failed are allowed by College regulations **ONE** further entry to the examinations. Students who need to re-sit will be given the option to either re-sit in the September re-sit period, or during the next academic session. Students with more than one re-sit exam will need to choose whether to re-sit exams either in September or in the next academic year. They will not be allowed to spread them out across both periods.

A candidate may be required to re-sit for the following reasons:

- where failure arises from an examination mark below 40% and the candidate passes on all other criteria. In this instance re-entry is required only in the paper in which less than 40% is achieved. To pass, the candidate must achieve a mark of at least 40% on re-entry.

- where failure is a result of achieving less than 50% in the average of all the examination and coursework marks. In this instance a candidate **must** re-sit any examination in which they achieved less than 40%, and is given the opportunity to re-sit any examination in which they have achieved less than 50% in order to increase their overall average above 50%.
Further information on re-sitting examinations, resubmitting coursework, examination feedback and reasonable adjustments can be found in the 'Academic Regulations and Policies' document on the Hub.

Marking Scheme

Master's Level Marking Criteria for Exams and Assignments

<table>
<thead>
<tr>
<th>Marks</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>85+</td>
<td>Marks represent an exceptional distinction performance</td>
</tr>
<tr>
<td>70 – 84%</td>
<td>Marks represent a distinction performance</td>
</tr>
<tr>
<td>60 – 69%</td>
<td>Marks represent a merit performance demonstrating a clear grasp of the relevant concepts and facts</td>
</tr>
<tr>
<td>50 – 59%</td>
<td>Marks represent a pass performance demonstrating an adequate grasp of most of the relevant concepts and facts</td>
</tr>
<tr>
<td>40 – 49%</td>
<td>Marks represent a fail performance</td>
</tr>
<tr>
<td>30 – 39%</td>
<td>Marks represent a fail performance (with significant shortcomings)</td>
</tr>
<tr>
<td>0 – 29%</td>
<td>Marks represent a fail performance (with major shortcomings)</td>
</tr>
</tbody>
</table>

MSc Strategic Marketing Marking Scheme 2016/17

All modules are equally weighted.

There are three components:

- Marketing Core (Autumn Term modules)
- Marketing Platform (Spring Term modules)
- Marketing Applications (Summer Term modules)

Pass

- An aggregate mark of 50% or greater across the programme as a whole
- An average of 50% or above in each element
- At least 40% in each examination
- At least 50% in all modules assessed by coursework only

Merit

- An aggregate mark of 60% or greater across the programme as a whole
- An average of 60% or above in each element
- At least 40% in each examination
- At least 50% in all modules assessed by coursework only
Distinction

- An aggregate mark of 70% or greater across the programme as a whole
- An average of 70% or above in each element
- At least 40% in each examination
- At least 50% in all modules assessed by coursework only

The Pass Mark for all postgraduate taught modules is 50%. Students must pass all elements in order to be awarded a degree. Students who fail a first attempt and re-sit or resubmit a piece of work are not eligible for the award of a Merit or Distinction.

Student Awards

Prizes

<table>
<thead>
<tr>
<th>Prize Name</th>
<th>Citation</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICBS Prize for the best overall performance on the MSc Strategic Marketing</td>
<td>Awarded annually to an MSc Strategic Marketing student for the best overall performance</td>
<td>£500</td>
</tr>
<tr>
<td>ICBS Prize for the best applied report on the MSc Strategic Marketing</td>
<td>Awarded annually to an MSc Strategic Marketing student for the best Applied Strategic Marketing Report performance</td>
<td>£250</td>
</tr>
<tr>
<td>MSc Strategic Marketing Digital and Analytics Prize x 2</td>
<td>Awarded annually to the two best performing students in the Digital Marketing and Marketing Analytics modules</td>
<td>£200 x 2</td>
</tr>
</tbody>
</table>

Dean’s List for Academic Excellence

The Dean’s List recognises students whose overall performance in their programme is above 70% and is within the top 10% of the cohort from each Business School taught programme.

Dean’s Community Award for Students

The Dean’s Community Awards encourage and recognise citizenship amongst students who excel in extra-curricular activities that have made a significant contribution to the Business School community or wider society.

There are five Dean’s Community Award Categories:
1. Improving Society – someone with strong social awareness who makes a positive contribution to society.
2. The Power of Innovative Thinking – someone who thinks outside of the box, demonstrating creative thinking.
3. Inspiring Brilliant Minds – someone who has organised an activity that will broaden the minds of other students.
4. Pioneering Practical Solutions – someone who identifies a problem and takes the initiative to resolve it.
5. Sustainable Business Thinking – someone who actively promotes an environmentally friendly culture both in the College and the wider community.

**Plagiarism and Cheating**

Plagiarism is the presentation of another person’s words, ideas, judgement or data as though they were your own. For example:

- not referencing the source of your ideas or arguments when they are derived from your reading,
- taking verbatim the words of someone else’s work and putting it into your work without quotation marks and referencing,
- taking whole sections out of books, articles, lecture notes, other reports or students’ work, and including them in your report uncited.

When submitting your assessed coursework via the Hub, you will be required to confirm that you have read and understood the definition of plagiarism. Submitting the assignment will certify that the work presented is entirely your own, except where indicated. This includes your final project or essay as well as all other assessed work.

In relation to group work, you should be aware that you have a collective responsibility for the integrity of the piece of group work submitted for assessment. This means that if part of the work is plagiarised, all group members will be held accountable unless proof can be provided by each member of their contribution. You should, therefore, retain an audit trail of your contribution for this purpose.

The College has an online plagiarism module which has been designed to teach you everything you need to know about how to reference correctly and therefore avoid plagiarism. This is a compulsory module and we ask you to take this in the first term so that you reference correctly in your very first set of assignments. This online module contains such important information in helping you to avoid plagiarism that students who have not completed the module by the end of the first term will have their exam results for all modules withheld until the plagiarism module is successfully completed. There are a number of different penalties for plagiarism, dependent on the severity of the case and the weighting of the piece of work. Full information on plagiarism and cheating can be found in the Academic Regulations and Policies document on the Hub.

We strongly advise that you attend the Library referencing sessions and read the Harvard Referencing Guide, which can be found at [http://www.imperial.ac.uk/admin-services/library/learning-support/reference-management/harvard-style/](http://www.imperial.ac.uk/admin-services/library/learning-support/reference-management/harvard-style/)
Additional support and guidance is available from the Business Library Team (libbpd@imperial.ac.uk).

**Module Excellence Surveys (MODES)**

At the end of every module you will receive a survey (either by e-mailed link or paper hard copy), asking you to provide feedback on the content, instructor, learning environment and module overall. The School issues a survey per instructor and at the end of each term students are also asked to score and comment on the term as a whole.

The MODES feedback is taken very seriously and is used to identify examples of good practice and highlight areas that could be improved. The School really appreciates your support in completing the surveys. If only a small number of students respond, the feedback will not truly reflect the general thoughts of the cohort and therefore be less valid. MODES results are passed onto the lecturers, Programme Directors, Programme Managers, Department Heads, the Dean and the Associate Dean. Your feedback is completely anonymous and is not given to Faculty until they have completed and submitted their marking, so you can be assured that the feedback you provide will have no influence on the grades you receive. Once they have received the feedback, your Programme Director will post a response to the themes and issues raised in the MODES on the Hub.

At the end of each term the programme with the highest average response rate across the modules will be awarded a prize, details of which will be passed on by the Programme Team during the term.
BS1502 Consumer Behaviour

Module Leader

Name: Dr. Rajesh Bhargave
Email: r.bhargave@imperial.ac.uk

Dr. Rajesh Bhargave is an assistant professor of marketing with a focus on consumer behaviour research. One area of his work has examined how evaluations and preferences for products are influenced by the social context in which consumers experience the product. In another stream of his work, he has studied how online tools and technology alter the way consumers decide between product choice options and how this affects consumers’ readiness to purchase. His work has appeared in the top marketing, management, and psychology journals. Prior to joining Imperial College Business School, he was a professor in the U.S. (University of Texas at San Antonio), where he taught consumer behaviour in different degree programs. He holds a PhD in marketing from the Wharton School of the University of Pennsylvania.

Module Aims

Successful marketing managers develop a core understanding of how their current and prospective customers react to marketing activities. These consumer behaviours, in turn, are driven by fundamental psychological factors. The purpose of this module is to provide students with an in-depth understanding of consumer behaviour and to demonstrate the value of this knowledge for developing and evaluating marketing strategies. The module incorporates a mixture of teaching methods, including discussions of current examples in industry, experiential learning, and student projects.

Module Objectives

Knowledge Objectives

Students are expected to develop a deep understanding of key consumer behaviour concepts that are theoretically grounded and utilised extensively in marketing practice. This module will also expose students to cutting-edge ideas that are gaining prominence in academia and industry. Following is a sample of the concepts covered:

- Methods for studying consumer behaviour
- Consumer decision biases and heuristics
- Principles of persuading consumers
- Consumer-to-consumer social influence and group behaviours
- Cross-cultural differences in consumer psychology
- Role of technology in consumer behaviour

Skill Objectives

The module will cover applications of consumer behaviour concepts in various industries and domains. Students are expected to develop the following skills:

- How to apply core theories and concepts from consumer behaviour to solve current marketing problems
- How to research and anticipate consumer behaviour for developing new marketing tactics and strategies
Learning Outcomes

The focus of the module is to equip students with a theoretical foundation to evaluate marketing problems from the consumer’s perspective.

Teaching Mode

The programme is spread over 5 weeks: 13th October – 10th November 2016.

Each week there will be two sessions, 2-hours each. Sessions involve a general principles lecture, in which consumer behaviour concepts are discussed and illustrated with in-class demonstrations and examples of current marketing practices. Students will also have weekly home-study, including reading assignments and hands-on, experiential learning exercises.

Assessment

Formative Assessment

Students will receive feedback through in-class and online discussions, as well as through group project feedback given to the class as a whole.

Summative Assessment

Grades will be made up as follows:
- Coursework (30%)
- Examination (70%)

Further details about the summative assessment will be provided during the module.

Key Texts

Lecture notes will be made available for reading and note-taking.

Additionally, students will be assigned the following two books to read:
- ‘Thinking Fast and Slow’, by Daniel Kahneman
- ‘Made to Stick: Why Some Ideas Survive and Others Die’ by Chip Heath and Dan Heath

These “popular press” books discuss ideas from this module in an entertaining and relatable way, and they offer additional practical applications of these ideas.

Suggestions for further background reading will also be provided during the module.
Module Aims

Part of the skillset which senior marketing managers need to work effectively at board level is a clear understanding of the concepts and ideas needed to craft and execute strategy, along with a sound knowledge of how to apply financial principles. This module will introduce you to some of the key frameworks and real-world examples in each of these areas, and will look at a range of recent critical developments in both fields.

The goal of this module is to give you a solid overview of what aspiring managers and master’s level students need to know in order to effectively formulate and execute market-relevant and financially sound strategies for an organisation. You will be required to think broadly, beyond individual functions (such as marketing, finance, or operations) and take an overall view of the organisation’s direction and the challenges which it faces.

Strategy

In the strategy part of this module, we will focus on how companies engage in strategic planning, seek new markets and find ways to create competitive advantage. Marketing professionals today need to be able to assess alternative competitive strategies, including opportunities to collaborate with other players to achieve their goals quickly and efficiently. We will explore different types of collaborative business models, from B2B partnerships to B2C multi-sided platforms and how to exploit them. Marketing managers are key players in developing strategies to both embrace and defend against disruptive innovation. Finally, we will share a strategic problem solving framework used by leading strategy consulting firms to diagnose market performance issues and recommend ways to address them through options analysis leading to a clear recommendation.

Finance

In the finance part of this module, we will be looking at reasons why marketers need to understand key financial measures, together with relevant techniques for managing costs,
budgets, forecasts, valuations, ratios and performance in marketing. We will also look at organisation-wide control systems which marketers can use in financial management, such as balanced scorecards. This part of the module will also address how effective financial management by marketers can support the effective definition and delivery of strategic objectives for the organisation as a whole.

Applying the tools and concepts we cover in class to real-world situations will be a critical element of this module. You will have the opportunity to discuss key strategy and financial issues arising from your reading and analysis. Case study examples will help you to sharpen your skills in identifying strategic and financial challenges for a range of different organisations, and to evaluate the options open to senior marketing managers in these contexts.

Module Objectives

Knowledge Objectives

The main knowledge objectives of the module are to help students understand:

- Fundamental concepts in market strategy and financial management
- New market entry strategies and product/service category positioning
- Approaches for achieving competitive advantage
- Success factors and common pitfalls of business collaboration
- Disruptive innovation as an opportunity and how to deal with it as a potential threat
- Diagnostic techniques for commercial performance issues, options evaluation and recommendations for action
- Financial management, cost, budgeting, forecasting, valuation and measurement concepts used by operational marketers

Skill Objectives

At the end of the module, students will have improved their skills and ability to:

- Apply frameworks and theories to case studies and real-world situations
- Analyse an organisation's market potential and category positioning
- Evaluate the potential for collaboration with other businesses as a strategic option
- Engage with digital innovations as part of the strategy formulation process
- Analyse situations and recommend appropriate strategies that provide an effective solution to the organisation's issues
- Make relevant financial decisions at product and marketing strategy level

Learning Outcomes

At the end of this module, students will have learned how to:

- Diagnose an organisation's market situation through critical analysis, taking into account context in the choice of tools and frameworks used
- Use a range of module theories and frameworks for describing and setting an organisation's direction
- Assess the latest trends impacting strategy formulation, including digital business models and collaborative platforms
- Evaluate a range of strategic options using objective criteria to support and justify recommended decisions
- Use module concepts to formulate an organisation's strategy and prepare it for implementation
• Analyse profitability based on financial data
• Plan and control costs/activities based on financial data
• Use financial metrics to measure and control marketing performance

Module Structure

The module will be delivered through two, two-hour lectures each week.

Teaching Mode

Core or recommended readings will provide you with the basic knowledge of the subject. The lectures will be used to extend this knowledge, through critical discussion, and by applying the concepts and tools to real-life situations.

You are expected to be an active participant in the class discussions, so it is important that you prepare thoroughly for these sessions.

Assessment

Formative Assessment:

Class participation and discussion, practice questions.

Summative Assessment:

Coursework: Individual assignment (30%)
Examination: Individual (70%)

Key Texts

TBC

Reading for each session is listed on the Hub under the module area – Reading.
Module Leader

Name: Daniel Rowles
Email: d.rowles@imperial.ac.uk

Module Aims

Digital media and the Internet have had a massive impact on marketing practice in recent years, dramatically changing both how marketers communicate and interact with consumers and what consumers expect from their relationship with a company.

As digital technologies continue to develop in terms of speed, availability and functionality, marketing strategies need to be integrated with digital and interactive tools and practices.

The module intends to provide students with a thorough understanding of digital marketing strategies and tools and with an overview of the major issues facing marketers in the rapidly growing area of online marketing communications.

Additionally, the module aims at enabling students to understand how to integrate Digital Marketing into a Communication and Marketing Plan.

Module Objectives

Knowledge Objectives

The module will provide students with a deep understanding of:

- Digital marketing environment, tools and channels
- Value based marketing, content marketing and digital branding
- Digital transformation and digital capability
- Search Optimisation
- Paid Search
- Mobile marketing
- Social media
- Online advertising
- Email marketing and e-CRM
- Analytics and campaign measurement
- Digital Marketing Strategy and Planning

Skill Objectives

Ability to understand, describe and analyse the digital marketing environment and how interactive media and tools work

- Critically analyse new interactive marketing tactics and strategies allowed by digital technologies and environments
- Critically analyse online consumers behaviours
• Ability to select appropriate digital tools and media for different marketing purposes
• Enhance commercial skills and awareness skills through workshop exercises
• Build up critical thinking and interpretation skills
• Enhance verbal and presentation skills through class discussions and group-work

Learning Outcomes

By the end of the module students will be able to:

• Understand the digital marketing environment
• Understand the surrounding issues that impact digital capability
• Define and understand the different types of digital media and tools available
• Identify the new strategic opportunities for digital marketing
• Understand how digital marketing contributes to strategic marketing
• Understand and analyse behaviours and needs of online consumers
• Describe and apply digital marketing techniques and position these techniques within an overall integrated marketing plan
• As part of a team, collaboratively develop a digital marketing plan including strategies and tactics with measurable goals and evaluation measures.

Teaching Mode

Lectures will be complemented with guest speakers’ presentations, providing students with real world examples and challenges from various market sectors.

There is a significant emphasis on student contribution to class discussion, and students are expected to participate in every session. Students will be asked to complete the required reading before the lectures and to engage in debates and other exchanges related to the topics of each week’s session. Lectures include a series of tasks using live examples and tools that require student feedback during lectures.

All lecture content is accompanied by a suite of digital marketing e-learning modules that the students can access throughout the course to build and test their skills. The interactive modules give immediate feedback and allow students to develop their knowledge in particular areas of their own interest.

The penultimate lecture will be a highly interactive workshop where students will plan a digital strategy working in groups and selected groups will be asked to present back their plans.

Assessment

Formative Assessment

All students will be given access to a digital marketing e-learning platform with over 100 modules of content. These modules can be attempted at any point during the module and all have quiz elements that give direct feedback on the students’ responses.

Students will be set a series of tasks using live examples and tools in each lecture, and feedback will be given to their responses in groups.
Students are also encouraged to submit questions via the module forum on the Hub, which the lecturer will give direct feedback in every case. This will include ideas for companies that will be selected, as the basis for the assignment and feedback on their suitability will be given.

**Summative Assessment**

Coursework: Group assignment (30%)  
Examination: Individual (70%)  

The group project will be based on selecting and evaluating the suitability of an organisation’s current digital marketing and recommending ways in which it could be improved.

The individual exam will be based on the module lectures and specific reading (not full texts). Students will be required to select two questions from a selection of four. Questions will be broken down into a number of parts and will apply the concepts from the lectures in a practical scenario. At the end of the module, there will be a class summary to help students prepare for the exam.

**Key Texts**

**Core Reading**


**Additional Reading**

This module will be taught by Dr. Sven Mikolon. Sven is Assistant Professor of Marketing. In his research Sven bridges the literature on organizational psychology with that on consumer behaviour with a strong focus on the customer-frontline worker-interface. His research in this domain has been published in top tier academic journals, such as the Journal of Marketing and has been award-winning. Sven received the 2013 American Marketing Association Sales SIG Excellence in Research Award. Sven’s research has been featured by the Harvard Business Review.

Module Aims

The primary aim of this module is to help students understand the psychological underpinnings of services marketing. The module will introduce key concepts and theories of services marketing to better understand how services can be marketed and managed. In so doing, the module will pay special attention to data-driven service management. Based on this approach, the module will equip students with quantitative services marketing tools and techniques. The module will achieve these goals with a mixture of teaching tools, including an empirical student project, case discussions, guest lectures, experimental demonstrations, and classical lectures. Findings from current research of Dr. Sven Mikolon will be part of and discussed throughout the lectures.

Module Objectives

These can be described at two levels:

Knowledge Objectives

The main knowledge objectives of the module are to help students understand:

- Key concepts of services marketing
- Psychological underpinnings of important phenomena in services marketing
- How to successfully manage services

Skill Objectives

The main skill objectives of the module are to enable students to develop:

- An appreciation that a key way toward successful services marketing starts with generating customer insights through quantitative methods
- Students will learn how to define services marketing problems and how to answer them with quantitative empirical methods
- Students will learn how to apply relevant theories and concepts to solve real world problems
Learning Outcomes

The focus of the module is to equip students with the theoretical foundation and empirical quantitative skills to evaluate services marketing problems and suggest suitable plans of action.

Teaching Mode

The module starts in November and is spread over 5 weeks.

Typically there will be two 2-hour sessions per week. The lectures will include one or more of the following elements:

- A general principles lecture backed with industry examples
- A case study discussion
- A syndicate group presentation
- A guest lecture

Assessment

Formative Assessment

There will be case studies, discussions in class, and presentations, which students can use as a means to get feedback from the module leader.

Summative Assessment

Your grade for the module will be made up as follows:

Group Assignment 100%

Key Texts

The literature for this module consists of a mix of case studies, academic articles and textbooks, which will be posted on the Hub.
BS1509  Marketing Analytics

Module Leaders

Name: Marialena Zinopoulou  
E-mail: m.zinopoulou@imperial.ac.uk

Name: Bryan Lukas  
Email: b.lukas@imperial.ac.uk

Module Aims

“We are drowning in information and starving for knowledge.” – Rutherford D. Roger

The Marketing Analytics module aims to provide an in-depth insight into the importance that Analytics plays in decision-making and predicting. We consider how the understanding of effective measurement can enhance different aspects of marketing management. The module covers how data is collected, stored, processed, disseminated and interpreted to support marketing strategies in rapidly changing offline and online market environments. We will cover a selection of key industry tools from leading analytics providers such as IBM and Google.

Module Objectives

Knowledge Objectives

• The importance of data analysis and management in the context of marketing strategy development and planning
• Analytics for market research and available online tools
• Analytical skills and tools
• Business and Competitor Intelligence
• Consumer profiling for marketing strategy
• Advertising and Campaign Metrics
• Measurement of marketing effectiveness
• Brand measurement and valuation
• Digital Analytics – web and social
• Analytics for Brand Measurement
• Data protection and compliance
• Research Designs
• Research Quality Assessment
Skill Objectives

The module will focus on the practical analytical aspects of Market Analytics, including online practical application of analytics tools, to enable the student to:

- Be able to make considered judgements and decisions with regard to marketing strategy development
- Use appropriate analytical tools and models to direct marketing-related decision makers
- Be able to discern between a high and low quality research designs
- Be able to assess research quality such as determine the appropriate sample size for a research project
- To be able to explain the concepts of validity and reliability in marketing analytics

Learning Outcomes

By the end of the module students will be able to:

- Understand the contribution of Market Analytics to the development of marketing strategy
- Have a sound understanding of how a marketing strategy can be evaluated to measure effectiveness and profit generation
- Understand the importance of Social Media Analytics and the tools available
- Derive insights from data using appropriate models and tools
- Understand analytical techniques that can be effective in understanding customer needs
- Recognise research designs that are effective in understanding customers and markets
- Understand what constitutes good research

Teaching Mode

The module will be delivered by a mix of Face to Face (F2F) lectures and online content (OL) posted on the Hub, and will include access to and use of leading online analytics tools.

- F2F lectures will consist of academic content and case study discussion. All students are expected to attend all of these sessions to discuss content / case studies, share experience and build group dynamics.
- OL content is designed to fill knowledge gaps outside of scheduled lectures, there will be additional case studies and video content to be covered by all students.
- Access to online analytics tools will allow students to practise the concepts taught in the Face to Face lectures.

All students taking this module should have basic knowledge of SPSS. If you do not have any prior knowledge of this tool it is advised that you source material to cover the basics.

Assessment

Group Assignment: 60%
Individual Assignment: 40%
Key Texts

Core Text

Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World - Chuck Hemann & Ken Burbary (Que Biz-Tech) Kindle Edition

Marketing Analytics Roadmap: Methods, Metrics, and Tools Kindle Edition

Additional Recommended Reading

Successful Analytics: Gain Business Insights by Managing Google Analytics (2015) (Kindle)


Web Analytics 2.0: The Art of Online Accountability and Science of Customer - Avinash Kaushik (2009)
Module Leader

Name: Dr. Omar Merlo
Email: o.merlo@imperial.ac.uk

Module Aims

The module will bring to the student elective lectures and workshops on current leading edge marketing practice from internal and external expert speakers.

Module Objectives

Knowledge Objectives

Participants should develop the ability to:

- Understand the key trends and challenges facing organisations across the global marketing world
- Understand and appreciate the opportunities and challenges faced by real world marketers in implementing leading edge marketing practice
- Understand a set of key topics in strategic management and marketing

Skill objectives

Participants should develop the ability to:

- Select research topics for implementation in their final term project
- Evaluate leading edge marketing practice for use in their final term project
- Be able to use latest research / leading edge marketing practice in future personal and job assignments

Learning Outcomes

Upon completion of the module, participants will have developed:

- Understanding of how organisations apply problem solving skills in relevant business situations
- Analytical skills to critique / select and use relevant information for the purpose of producing an applied strategic marketing report
- Applying the ideas and concepts covered in the lectures and workshops

Module Structure

Students will be required to choose a set number of lectures or workshops from a list of choices. Dates and times to be confirmed by speaker availability.
Assessment

Not Assessed

Marketing issues and trends discussed in lectures of Contemporary Marketing Practice I and II will be reflected in the topics available for Applied Strategic Marketing Reports in the summer term.
BS1512 Relationship Marketing

Module Leader

Name: Dr. Andreas Eisingerich
Email: a.eisingerich@imperial.ac.uk

Module Aims

Not all relationships are created equal. More often than not companies and organisations spend great amount of resources developing and marketing new products/services only to discover that consumer response is far less ecstatic than expected. The reality is that in most cases consumers are indifferent about businesses offerings – they simply do not care. To succeed, business must make a more compelling case than it is today - in terms of consumer experience, deeper purpose, social value, and greater inspiration for consumers as well as employees. Effective relationship marketing requires a clear understanding of consumers and the market in general. The primary aim of this module is to help students understand how relationship marketing contributes to a business’ competitiveness and survival. Furthermore, the module is designed to provide students with critical marketing insights, tools, and techniques to help a business build trust, love, and respect among customers and key stakeholders.

Throughout the module students will gain an understanding of the contingent conditions under which various relationship marketing techniques work most effectively. The module will also introduce a number of new marketing concepts associated with brand management, promotion, and services marketing. Short case studies during lectures underscore the critical value of marketing strategies in creating successful and profitable customer relationships. Findings from current research of Andreas Eisingerich will be part of and discussed throughout the lectures.

Module Objectives

Knowledge Objectives

The main knowledge objectives of the module are to help students understand:

• Relationship marketing’s role in creating value for consumers and organisations
• How relationship marketing contributes to a firm’s competitiveness and survival
• How key relationship marketing strategies can be augmented over time

Skill Objectives

The main skill objectives of the module are to enable students to develop:

• Diagnostic and analytical skills to critically analyse current business practices
• Skills in defining problems and examining market opportunities in the context of different consumer markets
• Technical skills to assess strategies that provide customer value and that result in sustainable competitive advantage for organisations
**Learning Objectives**

The module will help students to:

- Understand contingent conditions under which various relationship marketing techniques work
- Evaluate the success of product and service strategies based on their understanding of consumer behaviour, pricing, and distribution
- Critically examine the development of new business opportunities including brand extension strategies
- Manage the optimal mix of relationship marketing strategies needed to create superior value for consumers and business organisations

**Module Structure**

The module will consist of 10 x 2 hour lectures. In each lecture, we examine business cases involving new and existing products/services in a range of markets.

**Module Content**

**Session One:**
What is relationship marketing and why is it important to firms?

**Session Two:**
Understanding and targeting customers. How do organisations foster better experiences, conversations, and relationships with both their employees and customers?

**Session Three:**
Distribution and marketing channels as product/service differentiator. The management of marketing channels.

**Session Four:**
Steps in developing marketing communications as part of relationship marketing efforts.

**Session Five:**
Customer relationship fortification strategies.

**Session Six:**
Managing relationship leveraging strategies.

**Session Seven:**
Relationship marketing and managing a culture of innovativeness.

**Session Eight:**
Customer cooperation management.

**Session Nine:**
Design and management of key relationship marketing dashboards.

**Session Ten:**
Review of the module. Tips for final relationship marketing exam.
Teaching Mode

• Lectures will expose students to crucial analytical tools and marketing techniques in relationship marketing
• Current research findings in relationship marketing are firmly integrated throughout the lectures to expose students to research and business advances in the field
• Case study discussions during lectures will allow students apply their knowledge to a range of business scenarios

Assessment

Your grade for the module will be made up as follows:

Final Examination 70%
Individual Assignment 30%

Individual Assignment

The brief for the assignment will be discussed in detail during our first few lectures. The mark awarded is for the way you address the brief in the form of an individual piece.

Key Texts

The lecture notes and book chapters are the main reading for this module. Additional material (articles) will be posted on the Hub (the study of the additional material, however, is optional).

Textbook


Business Cases

A series of business cases will be explored and discussed during our sessions to illustrate current business practices by a series of firms and brands. We will discuss how relationship marketing strategies and techniques can be implemented in the most effective way.
BS1501  Branding

Module Leader

Name: Dr. Omar Merlo
Email: o.merlo@imperial.ac.uk

Module Aims

The module is concerned with building, measuring and managing brands over time, and with how to leverage the other elements of the marketing mix to build and strengthen brand equity.

Firms are increasingly becoming aware that one of their most valuable assets is the brand associated with their products and services. Creating strong brands that deliver customer value, and maintaining and enhancing the strengths of those brands over time, are management imperatives. Given that marketing acts as the boundary spanning activity between the firm and the external environment, nearly everybody will, at some point in their career, wear a marketing hat. Thus, understanding key marketing topics such as branding is beneficial regardless of one’s professional background and career direction.

Teaching Mode

The module is a based on a combination of lectures, guest speakers, class discussion, group presentations and case study analysis.

Assessment

Formative Assessment

Class participation and discussion, practice questions.

Summative Assessment

The final assessment for this module is based on an individual written exam and a group activity. The relative weight of each component is:

Coursework:  Group video presentation (30%)

Examination:  Individual (70%)

Module Structure

The module follows a strategic brand management process that is divided into three key parts: (1) building and communicating brand equity, (2) measuring brand equity, and (3) managing brand equity over time.

Part 1: Building and Communicating Brand Equity

The module begins with an overview of the strategic brand management process, and a consideration of the costs and benefits of brands. Topics include how to identify brand
positioning and values, how to plan and implement brand marketing programmes, and how to manage the elements of the marketing mix, and in particular the promotion element, to build and communicate brand equity.

Part 2: Measuring Brand Equity

After focusing on the various strategies and approaches to building brand equity, attention shifts towards measuring the value of brands. We delve into some of the strategic reasons why companies might pursue the systematic measurement of brand equity. We take a detailed look at what consumers know and feel about brands, how they act in response, and how marketers can develop measurement procedures to assess how well their brands are performing.

Part 3: Growing and Sustaining Brand Equity

While the first two parts of the module focus on strategies for building and measuring brand equity, the third part takes a broader perspective and considers how to create, maintain and enhance brand equity over time and under various circumstances.

Key Texts

Recommended Reading

No textbook is set for this module. Instead, students will be provided a list of readings for each topic. While students are not required to purchase a textbook, those who wish to expand on the material covered in class may find the following books a good starting point:


Case Studies

A major component of the module is the use of case studies, to illustrate concepts, explore marketing issues in practice and debate key topics. Remember that the primary role of case studies is to uncover and discuss branding principle and insights derived from real life situations, and not to become an expert in the history or management of a specific brand.

The following case studies should be read prior to lectures (you will be given a detailed schedule of readings at the beginning of the modules):

- A Rose by Any Other Name  
  *HBS case study R0303X*

- The Birth of the Swatch  
  *HBS case study 9-504-096*

- Introducing New Coke  
  *HBS case study 9-500-067*

- Mountain Dew: Selecting New Creative  
  *HBS case study 9-502-040*

- And Now, a Word from our Sponsor  
  *HBS case study R0310X*
Deciding how to price products and services depends heavily upon economic, marketing, and behavioural phenomena. This module will provide you with a systematic presentation of the factors that need to be considered when setting prices, and will show you how pricing alternatives can be developed. Whereas the emphasis of this module is on one aspect of the marketing mix (i.e., pricing), the pricing decision is not independent of other marketing decisions. As a result, this module will constantly integrate the pricing decision back into the marketing mix, and evaluate its effectiveness in achieving broader managerial objectives.

The aims of this module are to teach you how to formulate, construct, and assess pricing strategies and tactics. To achieve these aims we use a combination of lectures, cases, class discussion, and exercises. Topics will include fundamental analytical tools, theories, and conceptual frameworks needed for strategy formulation; an in-depth treatment of the role of price in the firm’s value proposition to the customer and the determination of customer response to price; price promotions, reference prices, price customization, and bundling.

Module Objectives

My objectives for this module are to:

- Familiarise you with the concepts, theory and latest thinking bearing on the key issues in pricing, taking the perspective of the marketing manager. This will be done primarily through lectures and assigned readings
- Through extensive case analyses, simulations, and hands-on applications, give you the opportunity of applying concepts, theories, and managerial tools to the solution of pricing problems in marketing settings
- Provide you with a forum, both written and oral, in which you may further develop your business communication skills and receive feedback from your peers and the instructor

Learning Outcomes

By the end of the module students should be able to:

- Analyse pricing environments and make an independent assessment of the pricing strategy or tactics used by a company or industry
- Develop a thorough understanding of the complexities of the pricing decision from the manager’s perspective
- Use tools and pricing models for setting price and evaluate price sensitivity
- Understand the range of competitive pricing tactics available to successful firms
Teaching Mode

I deliver the module through lectures, case discussions, simulations, and hands-on exercises. Part of the work will be developed in face-to-face meetings though the module also comprises home-study through readings and an online simulation.

Lecture/Discussions: These sessions are devoted to the presentation and discussion of theories, concepts, analytical techniques, and empirical findings useful for pricing strategy and tactics. The lecture/discussion sessions are often accompanied by assigned readings from the book. Lectures do not summarize the readings (readings complement the lectures and the book consolidates and extends many important concepts).

Case Discussions: I selected the assigned case studies to match the objectives of the module and to cover a cross section of interesting industries. I expect all students to come to class ready to discuss each case regardless of whether or not a written assignment has been prepared. Make sure that you are comfortable with what you would have done in the management situation described in the case, and why.

Simulations and Hands-on Exercises: The chosen simulation and exercises will allow you to develop strategic and operational skills in a more realistic environment. You will work as a group on real problems and you will be required to provide actual solutions or analyses. Two of these exercises will be part of coursework assessment and need to be submitted online.

Assessment

Formative Assessment

Formative assessment comprises a series of exercises, problem sets, and short essay questions I will ask you to complete throughout the module. Because the questions and type of problems you will be facing are similar to those that will be in the final exam, these exercises will be an excellent moment to study and practice for the final exam. I will also release in advance of the final exam examples of previous exams for you to practice. Formative assessment will not count for your final mark and there will be no mark assigned to your answers. I will provide instead the answer keys that will allow you to self-assess your performance and check your progress.

Summative Assessment

The assessment is based on a final exam and two group exercises. The group exercises and the exam will focus on your ability to use the pricing models and tools discussed in class, and make an independent assessment of pricing strategies or tactics. Note that the exam could include questions related to the simulation and the cases discussed in class. Hence make sure to prepare all very well during the course.

- Two Group Assignments to be submitted during the module (worth 15% each of the final mark)
- Individual Exam (worth 70% of the final mark)
Key Texts

Core Reading


Cases and questions

1. Eastman Kodak Company: Funtime Film (HBS 9-594-111)
2. Philip Morris: Marlboro Friday (A) (HBS 9-596-001)
3. NTT DoCoMo: Marketing i-mode (HBS 9-502-031)

These are required for in module discussion, and will be available on the Hub under ‘Reading’ prior to the module commencing.

Simulation

An opportunity to “learn by doing” and to have some fun while learning!

“Pricing Simulation: Universal Rental Car” by John T. Gourville, Tom Nagle, and John Hogan (English Web Based HTML | 2093-HTM-ENG)
Module Leader

Name: Dr. Jan-Michael Ross
Email: jan.ross@imperial.ac.uk

Module Aims

This module introduces students to the critical role of marketing for successful strategic product management. The module aims at developing a deep understanding of how marketing principles guide the creation of new products, their launch into the market, competitive actions, the management of the product life-cycle, and the management of product portfolios. This module will encourage students to apply these principles to be better prepared for developing and implementing strategies that lead to commercial acceptance and product performance.

Module Objectives

Knowledge Objectives

The main knowledge objectives of the module are to help students understand:

- The role of marketing in managing the (new) product pipeline
- The relation between product decisions and product success
- The importance of competitive interactions for product decisions
- The integration of strategy, technology, and customer perspectives for achieving a competitive advantage

Skill Objectives

At the end of the module, students will have improved their…

- Critical thinking and interpretation skills
- Decision-making skills
- Skills to apply theoretical frameworks for practical problems
- Skills to present ideas and provide constructive feedback

Learning Objectives

At the end of this module, students will have learned…

- How to leverage marketing principles in strategic product management
- How to use new product announcements to achieve new product success
- How to evaluate alternative product management decisions
- How to effectively combine strategy, entrepreneurship, and marketing arguments
- How to apply theoretical frameworks and methods to real business situations
Module Structure

The module will be delivered through two, two-hour lectures each week.

Module Content

- New Product Creation
- Entrepreneurial Mindset
- Product Launch Strategies
- Product Life-cycle Strategies
- Competition and Product Decisions
- Product Portfolio Decisions
- Product Performance

Teaching Mode

The lectures will expose students to practical examples, frameworks and methods that support the decision making in strategic product management. Student groups are expected to apply insights from different sessions to a practical example, present their ideas to the class, and discuss their ideas with other students. The feedback from those discussions provides valuable opportunities to improve focused presentation skills and practical problem-solving skills.

Students are expected to actively engage in module discussions. The teaching philosophy is based on the idea that students do not only learn from the discussions with the lecturer but also from interactions among students about each other’s ideas and learning experience during the module.

Assessment

Formative Assessment

After the student presentations, students will receive feedback that is generalized across all group presentations. This feedback allows students to learn from other presentations.

Summative Assessment

Coursework: Group presentation (30%)
Examination: Individual (70%)

Further details about the assessment will be provided during the module.

Key Texts

Each lecture will build on core articles that will be available via the library systems.


Case studies will be made available via The Hub.
Module Leader
Name: Dr. Sven Mikolon
Email: s.mikolon@imperial.ac.uk

Module Aims

Companies recognise experienced, effective marketing strategists by their particular style of thinking and decision making. Some of that thinking style can come from reading and by taking part in class discussions, but marketing thinking and decision making only becomes internalised through practice. Marketing is like flying a plane: to learn it, one must do it. Practicing making strategic marketing decisions is essential to learn marketing thinking. This module builds on a business simulation to provide students with the opportunity to apply marketing principles and tools from the domains of marketing strategy and product management. Through simulation, student can come to understand better the decision making heuristics and thought processes of senior marketing managers. Throughout the module students will experience how marketing principles and tools can be used to successfully make marketing decisions and therefore deepen their “how-to-knowledge”.

Module Objectives

These can be described at two levels:

Knowledge Objectives

The main knowledge objectives of the module are:
- In-depth and critical understanding of marketing and business strategy concepts
- To experience how theoretical frameworks can actually help to make successful strategic product decisions
- The contribution of marketing strategy to organisational performance
- Understanding of the market dynamics being created by the interplay of companies, competitors and customers

Skill Objectives

The main skill objectives of the module are to enable students to develop:
- Better decision-making skills
- Critical reasoning and appraisal of marketing strategies and programmes
- A sense of how the competitive arena impacts one’s own marketing strategy

Learning Outcomes

By the end of the module students will be able to:
• Develop integrated marketing strategies that have an impact on the bottom line
• Appreciate the role that marketing can and should play within organisations and the strategy process more specifically
• Be able to critically appraise marketing strategies and their relationship to the broader organizational strategy
• Think critically about marketing strategy
• Understand the link between marketing and strategy and how they lead to a competitive advantage

Teaching Mode

The module is a based on a combination of lectures, coaching sessions, class discussion, and a business simulation.

The role of simulations:
Practicing making strategic marketing decisions is essential to learn marketing thinking. Necessary practice can be gained by managing an organisation in real life, but that is a slow and expensive way to learn. Practice can be speeded up in the same way that pilots learn to fly a plane: by computer simulation. Later, in your real job, you may not have the time to reflect, to create these routines and thought processes, and to benefit from the problem solving capabilities of a dedicated team of people like yourselves. Immersing yourself in simulation now will have substantial payoff for you later.

Assessment

Formative Assessment

Feedback on how well decisions pay off in the simulation will be provided during the entire module in class and during coaching sessions.

Summative Assessment

Coursework:  Group assignment (50%) and Markstrat Simulation (50%)

Further details about the assessment will be provided during the module.

Key Texts

• Students may find it helpful to use concepts, tools and theories from the module “Strategic Product Management” to justify their decisions in the simulation.
• Simulation handbook
Module Leader

Name: Dr. Claudia Jasmand
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Module Aims

The aim of this module is to equip students with the understanding and tools relevant to applying principles and practice of integrated marketing communications. Consumers and organisations are increasingly exposed to a plethora of marketing messages via a rapidly growing number of media types and media vehicles. Digital technology and new media transform the ways in which customers and key stakeholders interact with organisations. As a result, the integration of marketing communications has become a complex and challenging task. This module aims to provide students with a solid understanding of the role and mix of integrated marketing communications, including:

- Marketing communications auditing and planning (from objectives and positioning to evaluation and control)
- Marketing communications tools (e.g., advertising, sponsorship, public relations, product placement, viral marketing, sales / trade promotion)
- Developing creative and message strategies
- Media mix planning and media selection
- Communications in commercial marketing and social marketing
- Ethical issues in marketing communications

The module also aims to prepare students for the marketing communications and campaign planning aspects of the Marketing Plan Competition and Marketing Consulting Project modules.

This module will not address digital marketing communications, as this topic is sufficiently covered in the Digital Marketing module.

Module Objectives

Knowledge Objectives

Students should gain the following knowledge from the module:

- Understanding of the role and importance of integrated marketing communications for organisations worldwide
- Knowledge of the key concepts, theories and tools relevant to integrated marketing communications management
- Understanding of commercial and social marketing communication approaches in traditional and non-traditional scenarios
- Awareness and understanding of ethical issues impacting on marketing communications planning and execution
Skill Objectives

Students should develop the following skills from the module:

- Ability to develop and evaluate marketing communications plans
- Ability to create and execute advertisements and marketing communications campaigns with high relevance and impact
- Ability to apply systematically and creatively marketing communication concepts and techniques to promote commercial products and social issues
- Skills to communicate to selected target audiences in an effective, efficient, and creative manner

Learning Outcomes

Upon completion of the module, participants should be able to:

- Understand the role of marketing communications activities for an organisation in communicating with its customers and key stakeholders
- Thoroughly understand the various marketing communications tools and media available to an organisation
- Develop a robust marketing communications plan
- Develop impactful and measurable marketing communications campaigns in commercial and non-commercial contexts

Module Structure

The module will consist of five three-hours face-to-face sessions at the beginning of the summer term and one final session for the presentation and evaluation of the coursework at the end of the module. Students (in syndicate groups) will also have to submit their written reports at the end of the module.

Teaching Mode

The module will be taught via face to face sessions including lectures and in-class exercises. In syndicate groups, students will apply and extend the insights gained from the sessions (including preparation and reading) and gain practical skills by completing their coursework.

Assessment

Formative Assessment

To enhance the students’ learning experience, students will have various opportunities to receive feedback on ‘How am I doing?’ and support from the lecturer and their peers. Corresponding tools and platforms include in-class discussions and exercises as well as discussions on the Hub.

Summative Assessment
In syndicate groups, students will be required to develop a written report and deliver a presentation via media of their choice. Detailed briefs will follow. The written report and presentation will be assessed based on assessment criteria that will be communicated in the coursework brief and first lecture.

Written report – 70%
Presentation – 30%

**Key Texts**

TBD
Module Leader

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Module Aims

The Marketing Plan Competition module involves students working in groups to develop, research, write and present a detailed marketing plan. This module is designed to provide students with the opportunity to apply, integrate, and extend their entire knowledge and skills gained from all previous modules by developing a detailed go-to-market strategy for an offering (good and/or service) of their choice. The marketing plan details the objectives that students want to achieve with their offering and the corresponding course of action to reach these objectives (strategies and tactical decisions).

This module aims to equip students with the necessary skills to perform one of the core marketing activities – marketing plan development. It serves as an important platform for students to acquire and practice typical marketing manager skills in a competitive arena. The experiences that students will make when developing their marketing plans in this module will be useful for the development of other plans. Plan development skills are transferrable.

Student groups are free to choose the offering for which they develop their marketing plan. However, the offering needs to match this year’s theme: Sustainability, Social Responsibility, and Ethical Business Practices.

Module Objectives

Knowledge Objectives

Students should gain the following knowledge from the module:

- Understanding of the role and importance of marketing plans for organisations
- Understanding of the marketing planning process
- Awareness of the key challenges in designing and communicating actionable, clear and succinct marketing plans
- Knowledge of the purpose, function, and components of a marketing plan

Skill Objectives

Students should develop the following skills from the module:

- Ability to develop a professional and actionable marketing plan for an offering
- Skills for implementation in marketing work based environment
- Skills for analytical, consistent and systematic decision-making (evidence-based)
- Ability to present a go-to-market strategy in a succinct, clear, and convincing way
Learning Outcomes

Upon completion of the module, students should be able to:

- Understand the role of marketing planning activities for organisations
- Develop a clear, actionable, and succinct marketing plan
- Thoroughly understand the full range of activities required to develop an actionable go-to-market strategy for an offering

Module Structure

The module starts with an introductory lecture that briefs students on the module and introduces them to marketing plan development. The student groups will then work independently on developing their marketing plans and will be given guidance and advice (i.e. coaching). The module finishes with the groups' presentations of their marketing plans in a competitive arena and their submissions of their written marketing plans.

Teaching Mode

Students will be fully briefed on the module via a two-hour introductory lecture. In syndicate groups, students will work on developing their marketing plans independently for a few weeks. Student groups will receive guidance and advice via coaching for which students need to complete coaching prep forms. Throughout this module, the module leader (and other professionals and academics involved) has a mentoring role (rather than a teaching role). At the end of the module, the competitive presentations will be judged by a panel. Presentation material and written marketing plans will be submitted by students and assessed.

Assessment

Formative Assessment

There will be coaching sessions during which student groups receive advice, guidance, and assistance on their plan and process of plan development. The module forum on the Hub will also serve as a platform for discussions and feedback from the module leader and students in this module.

Summative Assessment

Each group will present a summary of their written Marketing Plan to the other students. The merits of their presentations will be judged by a panel of academics and other judges. It is expected that the student teams will make full use of multimedia technology. In parallel with the group presentations, groups will write and submit an executive marketing plan.

Marketing Plan Report – 70%
Marketing Plan Presentation – 30%
Module Aims

The MCP aims to contribute to the development of the student’s managerial potential by explaining and applying problem solving techniques in complex and challenging marketing situations. The MCP is a group project. The focus is on developing the students’ skills in managing / contributing to a team to address a real marketing consulting project from inception to completion, drawing on the knowledge and skills achieved in other modules of the MSc Strategic Marketing programme. The consultancy project will focus on the development of a marketing strategy for a real company. The module will give students the opportunity to experience and operate in a real world situation. Students will develop key skills of interacting with clients in a live consultancy scenario, researching primary and secondary data to support the business case presented to the client, and creating an evidence-based and action-focused set of recommendations which the client organisation can implement in its future strategies.

Module Objectives

Knowledge Objectives

Students should develop the ability to:

- analyse a real marketing consultancy problem
- apply their knowledge from other modules to solve a real marketing consultancy problem
- integrate theoretical knowledge with practical skills relevant to a corporate brief

Skill Objectives

Students should develop the ability to:

- carry out research and industry analysis and evaluate their results
- analyse and interpret real world business problems
- deliver value to the client through evidence-based, insightful and actionable recommendations

Learning Outcomes

Upon completion of the module, participants will have developed:

- problem solving skills in relevant business situations
• analytical skills to select and use relevant information for the purpose of producing actionable deliverables for marketing consulting projects
• delivery skills to write a report that could be used by marketing management
• project management skills to deliver to a challenging pre-assigned set of requirements and external time frame

Module Structure

The project scenario will be introduced in the first half of the summer term and students will undertake the bulk of the work between May and July. Students will be given guidance and advice including a mid-term project review. The final report will be submitted at the end of July and students will present their results to a panel of internal and external judges including senior representatives of the client organisation.

Assessment

Presentation and final report: 100%

Group coursework: The Marketing Consulting Project is assessed by a 5,000 word academic report to be submitted and presented to the client and judges. Groups should agree with sponsors if a commercial version of one or both of these elements will also be required for the client organisation, and / or an alternative deliverable such as a mock-up website or product prototype.
Module Leader
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Module Aims
The Applied Strategic Marketing Report is a 5,000 word unsupervised report on a relevant strategic marketing topic. Students will be able to choose from a number of report titles which reflect marketing issues and trends discussed in Contemporary Marketing Practice I and II. Students are expected to address the applied marketing report by:

- Applying relevant comparative analysis of the different points, issues and arguments around the chosen topic
- Demonstrating the topic's strategic marketing management implications
- Referring to relevant journals, academic articles, market reports and case study examples
- Ensuring that the report is analytical and of high academic quality, and is not overly descriptive in tone and content

Module Objectives

Knowledge Objectives
Students should develop the ability to:
- apply their knowledge from other modules to analyse a marketing theme
- integrate theoretical knowledge with evaluation skills relevant to a marketing theme

Skill Objectives
Students should develop the ability to:
- carry out, interpret, evaluate and synthesise existing literature related to a marketing theme
- effectively express in writing their opinion and critical evaluation on a marketing theme to illustrate marketing concepts/proposals
- carry out unsupervised tasks and manage their time effectively

Learning Outcomes
Upon completion of the module, participants will have developed:
- familiarity with sources and the use of data, combined with the ability to present findings accurately, clearly and concisely
• analytical skills in selecting and using relevant information for the purpose of producing a marketing report with practical managerial relevance
• skills to deliver to a professional standard in a time frame, without supervision

Module Structure

A list of themes drawing on the Contemporary Marketing Practice I and II lectures will be proposed to all students for them to choose from. Students will carry out their report unsupervised and will receive final feedback upon submission.

Assessment

Individual coursework: 5,000-word report with optional multimedia links for illustrative purposes.