



Marketing in a Complex World

Marketing in a Complex World is a postgraduate course for all middle and senior managers who need an understanding of Marketing in relation to strategy, customer relationship management (CRM), the environment and internationalisation.

Details on
www.codecs.ro; phone
021 252.51.82/3/4;
fax 021 252.56.13

Code: **B825**
Level: **Postgraduate**
Points: **30**

Computer and Internet access required
No residential school
Examination

Description

This course is for managers who have a role in planning or developing marketing activities, or who work along-side colleagues responsible for marketing. It deals with three areas of uncertainty that affect the development of strategic marketing decisions: uncertainty arising from the volatility of the external environment; uncertainty arising from the changing relationship between suppliers and customers; and uncertainty arising from the internationalization of business and trade. The course does not suggest that there are simple solutions, but puts forward concepts and analytical techniques that will help managers to make marketing decisions against a background of complexity and uncertainty.

By the end of the course you should:

- be aware of the difficulties of planning in conditions of uncertainty;
- be able to prepare strategic scenarios;
- understand how macro-economic factors affect organizational performance;
- be familiar with some micro-economic analytical techniques;
- see how an understanding of relationships influences current marketing theory;
- be familiar with the strategic process of brand building;
- understand the issues involved in undertaking marketing communications;
- understand the impact of internationalization on domestic as well as global operations;
- have a good grasp of the principles of complexity theory.

Entry

You can take this course on its own, or as part of our MBA. To register for the MBA you must, normally, have a degree or equivalent professional qualification, and you should be aged at least 25 and have significant experience at middlemanagement level or higher. If you are taking the course as part of an MBA, we expect you to have already completed Stage 1 and the compulsory Stage 2 course Strategy (B820). If you are taking the course on its own and have not studied for some time, you would find it useful to refresh your knowledge of fundamental marketing theory. You might find it helpful to take one or more of the following courses: The Professional Certificate in Management, Managing performance and change (B700), Fundamentals of senior management (B713).





What's included

Course books, other printed materials, CD-ROMs, computer conferencing, website.

Marketing in a Complex World

The course has nine units grouped into three books.

Book 1 *Complexity and the external environment* asks how external factors affect organizational performance and planning. As well as introducing the course as a whole, this first book looks at techniques for planning in conditions of uncertainty to develop robust strategies. It introduces macro-economics, and some micro-economic concepts that can help marketing managers to understand change-drivers. These include agency theory, transaction cost analysis and labour segmentation. The book also includes an introduction to game theory.

Book 2 *Complexity and marketing*. The three units in this book cover relationship marketing, brand building and integrated communications. The first unit develops the concepts of relationship marketing in considerable detail. Drawing on the latest research, it discusses how our understanding of consumers' behaviour is changing, and how organizations need to adapt their policies and programmes accordingly. The unit on brand building demonstrates that brands are of great importance in determining the success or failure of organizations in consumer, industrial and non-profit markets. This unit, based on the results of recent research, offers guidance on developing and maintaining brands. Communications are the key to successful marketing. As technology becomes more complex, integration of communications becomes both more difficult and more important. The unit on marketing communications brings together the latest thinking in this field.

Complexity and internationalization are the subjects of Book 3. A double unit examines the impact of globalization on all organizations, including those that at present operate in a purely domestic context. You will see the difficulties, as well as the opportunities, arising from new technology that is eliminating barriers of time and geography. We also consider the implications of political changes that affect trade. The course concludes by looking at the lessons that managers can take from the natural sciences to help them to improve their understanding of managing complex systems in a volatile environment. Techniques and concepts to assist the development of marketing strategies in conditions of uncertainty are introduced.

Summary

There are no simple solutions but this course will give you the analytical tools you need to make marketing decisions in an increasingly complex and uncertain world. It expands into a broad discussion of complexity theory and its application to marketing strategy. You will discuss external change drivers, with units on economics and scenario planning, and deal with advanced marketing concepts and techniques, emphasising relationship marketing, and brand strategy and management. By the end, you will be able to prepare strategic scenarios with an understanding of how relationships influence current marketing theory and the issues involved in marketing communications.

The course is presented in Romania by CODECS, partnership of the Open University Business School from Great Britain.

Support from your tutor

You will have a tutor who will help you with the course and mark and comment on your written work, and whom you can ask for advice and guidance. You will contact your tutor by telephone, correspondence, e-mail and computer conferences. There is a day school that you are encouraged to attend. This consists of interactive work that draws on and develops the course materials. It is an opportunity to put into practice things you have learnt from the course as well as to work on some of the skills and behaviours associated with successful marketing strategies.

Assessment

Three tutor-marked assignments and an examination.

