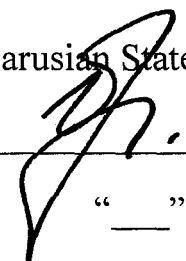


Educational Establishment
“Belarusian State Economic University”

APPROVED

Rector of the Educational Establishment

“Belarusian State Economic University”


_____ Prof. V.N. Shimov

“ ” _____ 2015

Registration number 1765-15

MARKETING MANAGEMENT

Study Program for Master’s Degree in the Specialization:

1-26 81 01 Business Administration

2015

DRAFTSMAN:

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The study program is recommended to affirm by the Marketing Department of Belarusian State Economic University (protocol № 10, 30.04.2015) and the Scientific and Methodological Council of Belarus State Economic University (protocol № 9, 19.05.2015).

COURSE INTRODUCTION

Marketing plays a prominent and significant role in the business activity of any contemporary organization. Marketing allows and helps to provide sustainable competitive positioning by means of orientation on the customers' demands, desires and needs. Long-term relationship with the client is observed as a prominent asset of the company, which is achieved due to the thorough assessment of the marketing environment, conducting the up-to-date market research, developing marketing plans, programs and campaigns adaptable to market conditions. Nowadays client-oriented approach is seen as not only a task of a Marketing Department but also as a special usage of particular client-focused business models and business processes. The Course of Marketing Management involves the post-graduate students into deeper understanding of the competitive advantages of a business, meanwhile it clarifies the issues of determining target markets and segments; the course helps to design the up-to-date marketing programs as well as acquiring marketing methods and techniques.

Besides, the long-term orientation on the client is becoming of the utmost importance as a means of the company's success story at the present-day highly competitive markets. This approach allows to provide the company with better financial results and to show greater effectiveness and efficiency due to applied marketing tools. Such orientation requires building the appropriate management systems and business-models; the company's goals, strategies and tasks should be client-oriented.

The purpose of the course is to form the systematic knowledge and practical skills in the sphere of marketing management and marketing planning in order to further develop professional competences, to make high-tech specialists in various marketing spheres and at all management levels.

The objectives of the study discipline are:

- to provide profound knowledge on the marketing management;
- to develop skills of designing marketing strategic and tactical plans, designing client oriented business-models;
- to broaden professional and communicative competencies in the marketing management sphere;
- to form the ability to apply quantitative and qualitative measurements to markets, products, brands, clients.

As a result of the discipline studying a post-graduate student for a master's degree should **know**:

- modern approaches used in marketing management;
- the marketing management system of the organization;
- peculiarities of the customer's behavior in b2b and b2c sectors;

- the methods and techniques of marketing audit, targeting markets, positioning statements;
- the explanation and tactical implementation of definite marketing strategies and tactics;
- special marketing decisions depending on the company's competitiveness and market attractiveness.

be able to:

- organize marketing in the company;
- estimate the perspective markets, needs and requirements;
- appreciate efficiency and marketing effectiveness of the organization;
- analyze the company's competitive position and potential;
- forecast the company's sales volume;
- identify target audiences;
- create customer value and develop brand positioning;
- design middle-term and fiscal-year marketing plans;
- appreciate and optimize the company's product, brand and business portfolio.

have the skills to:

- create positioning and competitive market maps;
- make up PEST- and SWOT-analyses;
- use portfolio methods of GE, ADL, BCG;
- compose segmentation schemes;
- conduct market research;
- conduct benchmarking;
- analyze sales funnels;
- use methods of ABC- and XYZ- analyses;
- budget marketing activities.

Total hours for the study discipline – 184, including 30 hours for lectures, 30 hours for practical classes.

The recommended form of control – exam.

CONTENTS

1 The Role of Marketing for Business and Marketing Management Understanding

Marketing in a modern organization. The tasks of marketing. The contemporary tendencies in marketing. Marketing at the different levels of management: corporate, business, functional and operational levels of management. The notion of marketing management, the functions of marketing management: organization, planning, coordination, control. Centralization and decentralization in marketing, the notion of corporate marketing. International and domestic practices of designing the systems of marketing management.

2 Marketing Strategies and Marketing Planning

Strategic and operational marketing. The notion of marketing strategy, brief characteristics of its elements. Models of marketing strategies development. Tasks of strategic marketing. Strategic and operational marketing. Concept of marketing strategy, its elements. Strategic marketing as a process. Marketing planning in the system of business planning. Strategic and marketing goals. The system of balanced indicators in defining the marketing goals of an organization. The notion and elements of a business-model. The types of business models. Client-oriented business models. The characteristics of typical parts of the strategic marketing plan. The notion and elements of business models. The types of business models. Client-oriented business models

3 Managing Marketing Information

Marketing Information System: the elements of the system. The role of marketing research in arranging and making marketing decisions. Types of marketing research: market research, the customer's research. The process of marketing research. Marketing research methods.

4 Marketing Audit: Opportunity Analysis

Marketing audit system. Types and elements of the marketing audit. Assessments of the macro-trends of the organization: PEST-analysis. Evaluation of the micro-environment of the company: the market audit, customers, intermediaries, partners, competitors and the market's attractiveness audit. The attractiveness of the market (key characteristics). The market analysis according to the model of competitive forces of M. Porter. Internal audit: the audit of the operations and resources of the company, the audit results of the company's marketing activities. Financial and non-financial indicators of marketing result. The concept of strong and weak sides of the organization. The rules and steps of

SWOT-analysis. Software products, databases in creating marketing audit system. Marketing indicators forecasts.

5 Competitive Advantages and Strategies

The systems of competitive analysis: problems of competitive investigation. Benchmarking in solving marketing tasks. Market analysis based on the model of competitive forces by M. Porter. The types of competitive advantages: costs advantage, differentiation, market niche. The chain of value creation by M. Porter. The types of competitive strategies. Competitive strategies in Jack Trout's concept. Offensive and defensive competitive strategies. The analysis of strategic / competitive groups of a particular sector / industry. The competitiveness of an enterprise. International and domestic practices of competitive strategies' implementation.

6 Understanding Customers on b2b and b2c Markets

The essence of the customer's behavior. The peculiarities of the customer's and the producer's markets. Modeling the customers' behavior on b2c market. Factors influencing the customers' behavior. External factors. Personal factors. Psychological factors. The process of purchasing decision-making. The peculiarities of the customers' behavior in various countries. The factors determining the differences in the customers' behavior in various countries. Modeling the customers' behavior at industrial markets. Factors influencing customer-like-organizations. External, organizational, interpersonal and personal factors. The process of purchasing decision-making on b2b markets. The model of purchasing centre. Specific purchasing decision-making in various countries.

7 Market Segmentation and Market Targeting, Customer Focusing

The problems of market targeting choice. The model of macro-segmentation by J.-J. Lambin. Strategic (macro-) segmentation. The strategic theory of "blue oceans" by W. Chan Kim and Rene Mauborgne. The ways of new markets creation in the framework of "the blue oceans" theory. Obstacles in the ideas of "blue oceans" implementation. Contemporary models and ways of market segmentation: VALS 1, VALS 2, VALS I (values and life styles). Micro-segmentation. From segmentation to individualization. The segmentation of industrial and customers' markets: modern approaches. The evolution of behavioral (situational) and psychographic segmentation. The assessment of appeal and the choice of target segments. The ways of market coverage. Commodity-segmentation grid matrix. Customer individuality and the concept of "the long tail".

8 The Marketing of Relationships and Client-Orientation

The essence of the Marketing of Relationships and the notion of client-orientation. Client-orientation OVUM. Internal and external clients. Customer loyalty and the ways of its assessment. Managing clients' loyalty: the loyalty and the profitability of clients, NPS-index. The notion of client's satisfaction, the causes of client's dissatisfaction. Life-long client's value. The concept of sales funnel and the ways of working with it. CRM and client-orientation.

9 Value Proposition and Positioning Statement

The concept and the process of brand / product positioning. The construction and interpretation of positioning maps. The trends of brand / product positioning. Positioning levels: social and demographic, rational, functional, emotional, value levels. Positioning blunders / errors. Re-positioning reasons. Positioning and branding. Brand architecture, brand attributes in positioning. The international and domestic experience of brand positioning. Global and domestic experience in brand positioning.

10 Marketing Decisions for Different Market Stages (Depending on Market Maturity)

The conceptual essence of the sector / industry life cycle. The brief outline of the sector / industry life cycle stages. Strategic tasks of the organization depending on the sector / industry life cycle stages. Marketing strategies and tactics of the organization at the stage of new market creation. Marketing strategies and tactics of the organization at the stage of market growth. Marketing strategies and tactics on mature markets and market at the stage of slowdown.

The fields of matrix methods usage in the process of strategic marketing planning. The notion of business-, product- and brand-portfolio balance. BCG Matrix: the model parameters, the development strategies recommended, the model restrictions and criticism. GE matrix: market attractiveness parameters and business competitiveness, matrix quadrants characteristics and the strategies recommended. Matrix methods based on the life cycle concept: ADL and ShellDPM models.

11 Managing Product and Brand

Strategies in the field of branding. Brand's architecture. Brand's value. Joint / corporate branding. Asian and European branding culture. The strategies 'Branded House' and 'House of Brands' and their variations. The brand constituents: individuality, value, perception of quality, association, essence. Emotional and behaviorist attitude to brand. Re-branding: the concept and reasons for implementation. Branding activities' analysis. Brand-management: the notion and goals. The company's assortment strategies. The vertical and horizontal brand

expansion. The company's innovative policy and strategies. The assessment of effectiveness of trade policy implementation.

12 Managing Price

Pricing while solving the problems of increasing competitiveness, market share, sales revenue maximization. Costs at different product life cycle' stages. The stages of pricing strategy. Pricing techniques for market novice goods: fast "skimming", slow "skimming", fast "market penetration", slow "market penetration". Mixed pricing techniques with quality level taken into account: bonus markup technique, profound market penetration, elevated value significance, overpricing, average level, high quality degree, predatory pricing policy, ostentatious gloss, low value significance. Active and passive pricing techniques.

13 Managing Distribution

Distribution system in the organization's strategic tasks solution. Marketing channels while creating customer value. The assessment of effectiveness of the organization's distribution system. Building distribution strategy. The stages of building distribution strategy. Factors influencing the distribution methods choice. Decisions concerning the intensity of distribution: intensive, selective and exclusive distribution.

14 Managing Communications. Mobile and SMM Strategies

The development of the organization's communicative strategy. Communicative goal- and-task-setting, identification of the audience. Advertising strategies of the company: concentrated and distributed strategies. Strategic decisions in promotion. Pull and push communication. Building the effective system of personal sale. Decisions in PR-activity field. The assessment of the organization's communication policy effectiveness. The contemporary significance of mobile marketing, mobile marketing tasks, successful examples of mobile marketing usage. SMM peculiarities and advantages, SMM tools. The samples of companies that implement SMM successfully.

15 Managing Marketing on Global Markets

The notion of international marketing, international marketing environment. Designing the systems of marketing management on external markets. The ways of entering external global markets by different organizations. The peculiarities of building distribution channels. Managing the pricing and the product policy on external global markets.

Curriculum map of the study course

№ of Topic	Course contents	Hours					Hours of the managing independent work	The form of knowledge control
		Lectures	Practical classes	Seminars	Laboratory classes	Other		
1	2	3	4	5	6	7	8	9
1	The Role of Marketing for Business and Marketing Management Understanding	2	2	-	-	Presentations and handouts [1,2,3,4,5,7,9,12,14]		-
2	Marketing Strategies and Marketing Planning	2	2	-	-	Presentations and handouts [1,2,3,4,5,11,12]		-
3	Managing Marketing Information	2	2	-	-	Presentations and handouts [1,2,3,4,5,12]		Independent individual work
4	Marketing Audit: Opportunity Analysis	2	2	-	-	Presentations and handouts [1,2,3,4,5,12]		Independent individual work "SWOT analysis"
5	Competitive Advantages and Strategies	2	2	-	-	Presentations and handouts [1,2,3,4,5,12,13]		Independent individual work
6	Understanding Customers on b2b and b2c markets	2	2	-	-	Presentations and handouts [1,2,3,4,5,7,12]		Independent individual work
7	Market Segmentation and Market Targeting	2	2	-	-	Presentations and handouts [1,2,3,4,5,6,8]		Independent individual work
8	Relationships Marketing and Customer Focusing			-	-	Presentations and handouts [1,2,3,4,5]		Independent individual work

9	Value Proposition and Positioning Statement	2	2	-	-	Presentations and handouts [1,2,3,4,5,7,8]		Independent individual work
10	Marketing Decisions for Different Market Stages (Depending on Market Maturity)	2	2	-	-	Presentations and handouts [1,2,3,4,5,10]		Independent individual work
11	Managing Product and Brand	2	2	-	-	Presentations and handouts [1,2,3,4,5,7]		Independent individual work
12	Managing Price	2	2	-	-	Presentations and handouts [1,2,3,4,5,7]		Independent individual work
13	Managing Distribution	2	2	-	-	Presentations and handouts [1,2,3,4,5,7]		Independent individual work
14	Managing Communications, Mobile and SMM	2	2	-	-	Presentations and handouts [1,2,3,4,5,7]		Independent individual work
15	Managing Marketing on Global Markets	2	2	-	-	Presentations and handouts [1,2,3,4,5,7]		Final marketing project presentation
	Total	30	30	-	-	-	-	Exam

INFORMATION AND METHODOLOGICAL PART

Methodological recommendations on individual students' work management of the study course "Management Marketing"

The independent students work is an important element of providing profound knowledge on the strategic marketing topics. The recommended time for independent student work totals to 2-2,5 hours per class study on average.

The directions of independent students' work are as follows:

- first-hand view of study program;
- first-hand view of literature recommended;
- carrying on research on given by the lecturer material, reading additional literature and searching for more information;
- preparation for practical classes according to special study plans on the ground of literature recommended;
- preparation to distant forms of control (independent individual work, presentations, business tasks solutions, tests and other tasks);
- preparation for the examination.

INFORMATION AND METHODOLOGICAL PART

Literature

primary:

1. *Chernev A. Strategic Marketing Management/ A. Chernev A., Ph. Kotler. – 8th ed. – Cerebellum Press, 2014. – 284 pp.*
2. *Kotler, Ph. Marketing Management / Ph. Kotler, K.L. Keller. – 14th ed. – Prentice Hall, 2012. – 816 pp.*
3. *Lambert J-J. Market-Driven Management: Strategic and Operational Marketing / J-J. Lambert, R. Chumpitaz, I. Schuiling. – Second ed. – Palgrave Macmillan, 2007. – 496 pp.*
4. *McDonald M. Marketing Plans: How to Prepare Them, How to Use Them / M. McDonald, Wilson H. – 7th ed. – John Wiley & Sons, 2011. – 592 pp.*
5. *Marshall G. Marketing Management / G. Marshall, M. Johnson – Second ed. – McGraw-Hill, 2014.*

secondary:

6. *Anderson Ch. The Long Tail. Why the Future of Business Is Selling Less of More/ Ch. Anderson. – Hyperion, 2008. – 267 pp.*
7. *Czinkota M.R. Marketing Principles and Best Practices / Czinkota, M.R., Dickson, P. – 3th. – South-Western: Thomson, 2005. – 598 pp.*
8. *Chan Kim W. Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant/ W. Chan Kim, R. Mauborgne. – Expanded ed. – Harvard Business Review Press, 2015. – 287 pp.*
9. *Kumar N. Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation / N. Kumar. – Harvard Business Review Press, 2004. – 288 pp.*
10. *Moore G. Inside the Tornado: Strategies for Developing, Leveraging, and Surviving Hypergrowth Markets/ G. Moore. – Harper Business, 2005. – 272 pp.*
11. *Osterwalder A. Business Model Generation/ A. Osterwalder, Y. Pigneur. – Hoboken, New Jersey: John Wiley & Sons, 2010. – 288 pp.*
12. *Peter P.J. Marketing Management: Knowledge and Skills/ P.J. Peter, J.H. Donnelly. – 11th ed. – New York: McGraw-Hill Irwin, 2013. – 345 pp.*
13. *Porter M. On Competition/ M. Porter. – Updated and Expanded ed. – Harvard Business Review Press, 2008. – 576 pp.*
14. *Ries A. Bottom-Up Marketing /A. Ries, J.Trout. – Penguin Books, 1990. – 226 pp.*

The study program coordination protocol to other study disciplines of the specialization

Study discipline for coordination	Department	Suggestions of the alterations in the study program contests	Solution taken by the Department according the study program (data and protocol number)
			Protocol № ____ _____
			Protocol № ____ _____
			Protocol № ____ _____

Supplements and alterations to the study program of the study discipline

In ___/___ study year

№№	Supplements and alterations	Grounds

The study program is recommended to affirm by the Marketing Department of Belarusian State Economic University (protocol № 10, 30.04.2015)

Head of the Marketing Department,
professor, Sc.D. (Economics)

_____ I.L. Akulich

APPROVED

Dean of the Faculty of Marketing and Logistics,
Associate professor, Ph.D. (Economics)

_____ A.A. Zigankov