



**Санкт-Петербургский филиал федерального государственного
автономного образовательного учреждения высшего образования
"Национальный исследовательский университет
"Высшая школа экономики"**

Факультет Санкт-Петербургская школа экономики и менеджмента

Департамент менеджмента

**Рабочая программа дисциплины
Маркетинг Менеджмент**

для образовательной программы " Менеджмент "
направления подготовки 38.04.02 "Менеджмент"
уровень магистр

Разработчик программы

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Утверждена Академическим советом образовательной программы

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Академический руководитель образовательной программы

С.Г. Светульников _____

Санкт-Петербург, 2017

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National Research University Higher School of Economics
Course Syllabus “Marketing Management”
38.04.02 «Management» Master Program

**Saint-Petersburg Branch of the Federal State Autonomous Institution of Higher
Education**

“National Research University “Higher School of Economics”

**Faculty Saint-Petersburg School of Economics and Management
Management Department**

Course Syllabus

«Marketing Management »

for undergraduate degree management 38.04.02
Master program in Management

Course syllabus author
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Saint Petersburg 2017

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Аннотация

| | | | |
|--|--|------------------------|-------|
| Название дисциплины | Маркетинг Менеджмент | | |
| Образовательная программа | Маркетинговые технологии | | |
| Тип курса | Обязательный | | |
| Требования к уровню знаний студентов, необходимых для освоения дисциплины (пререквизиты) | Методология исследований в менеджменте: маркетинговые исследования | | |
| Объем з.е | 6 | | |
| Объем в часах | Аудиторная работа | Самостоятельная работа | Всего |
| | 68 | 160 | 228 |
| Краткое описание курса | Маркетинг - это искусство и наука создания потребительских ценностей, которые приносят пользу организации и ее стейкхолдерам. В курсе «Маркетинг Менеджмент» студенты будут изучать различные аспекты управления маркетингом, такие как сегментация, таргетирование, позиционирование, маркетинг-микс (продукт, место, продвижение и цена), ценность для клиента и брендинг. Особое внимание будет уделено маркетинговому планированию, маркетинговым исследованиям и конкурентному анализу. | | |
| Образовательные результаты по дисциплине | Формирование понимания маркетингового подхода к управлению; совершенствование навыков исследования рынка и конкурентного анализа; развитие навыков формулирования и оценки маркетинговых стратегий; овладение навыками дизайна маркетинг-микс. | | |
| Краткое содержание дисциплины | Введение в маркетинг-менеджмент. Рыночная среда. Ориентация на клиента. Сегментация, таргетирование и позиционирование. Маркетинг-микс. Управление продуктом. Стратегия брендинга. Ценообразование. Управление продвижением. Сбыт. Управление взаимоотношениями с клиентами. | | |
| Образовательные технологии | Курс состоит из лекций (20 часов) и семинаров (48 часов). Семинары включают индивидуальные и групповые презентации студентов, решение задач, анализ кейсов и индивидуальное задание (проект). | | |
| Формы контроля | Прогресс учеников будет оцениваться путем формирования накопительной оценки (60% итоговой оценки) и письменного экзамена - 2-часовой экзамен (40% итоговой оценки). Накопительная оценка состоит из аудиторной оценки (30%), оценки индивидуального проекта (40%) и теста (30%). | | |
| Литература | <u>Основная</u> Shankar V., Carpenter G.S. (2012). Handbook of Marketing Strategy. Edward Elgar Publishing. <u>Дополнительная</u> Sherlekar S.A., Gordon E. (2009). Marketing Management. Himalaya Publishing House. Strauss R.E. (2008). Marketing Planning by Design. Systematic Planning for Successful Marketing Strategy. Willey, England. Karunakaran K. (2007). Marketing Management. Himalaya Publishing House. | | |
| Преподаватель | Д.э.н., профессор Елена Викторовна Корчагина | | |



Course Descriptor

| | | | |
|--|---|---------------------|-------|
| Title of the course | Marketing Management | | |
| Title of the Academic Programme | Marketing Technologies | | |
| Type of the course | Core (mandatory) | | |
| Prerequisites | The Methodology of Research in Management: Marketing Research | | |
| ECTS workload | 6 | | |
| Total indicative study hours | Directed Study | Self-directed study | Total |
| | 68 | 160 | 228 |
| Course Overview | Marketing is the art and science of creating customer value and market place exchanges that benefit the organization and its stakeholders. In this module students will study different marketing management aspects such as segmentation, targeting, positioning, marketing mix (product, place, promotion and price), customer value and branding. A special emphasis will be made on marketing planning, market research and competitive analysis. | | |
| Intended Learning Outcomes (ILO) | Expanding knowledge and understanding of marketing approach to the management; improving skills of market research and competitive analysis; developing skills of formulating and evaluating marketing strategies; acquiring skills of marketing mix design. | | |
| Indicative Course Content | Introduction to Marketing-Management. Market Environment. Customer centrality. Segmentation, Targeting and Positioning. Marketing-mix. Product Management. Branding Strategy. Pricing. Promotion Management. Placement. Customer Relationship Management. | | |
| Teaching and Learning Methods | The course consists of lectures (20 hours) and seminars (48 hours). The seminars include students' individual and group presentations, problems solving, case analysis and the individual assignment (project). | | |
| Indicative Assessment Methods and Strategy | Students' progress will be measured by coursework assessment (60% of the final grade) and written examination - 2 hour exam (40% of the final grade). Students' coursework assessment consists of classroom activities (30%), assessment of an individual project (40%) and a test (30%). | | |
| Readings / Indicative Learning Resources | <u>Mandatory</u> Shankar V., Carpenter G.S. (2012). Handbook of Marketing Strategy. Edward Elgar Publishing. <u>Optional</u> Sherlekar S.A., Gordon E. (2009). Marketing Management. Himalaya Publishing House. Strauss R.E. (2008). Marketing Planning by Design. Systematic Planning for Successful Marketing Strategy. Willey, England. Karunakaran K. (2007). Marketing Management. Himalaya Publishing House. | | |
| Course Instructor | Professor Elena Korchagina | | |



1 Field of Application and Regulatory References

The present educational program establish a minimal requirement to the knowledge and competencies of students, also define the content, assessment and structure of classes. The program is designed for lecturers, assistants and students, who studied the course 'Marketing Management' at National Research University – Higher School of Economics in Saint-Petersburg. The target direction is 38.04.02 Management (Master degree program).

The course content is designed according to:

- The educational standard of the Federal State Autonomous Educational Institution of Higher Education "National Research University - Higher School of Economics ", in the direction 38.04.02 Management, Master degree program. This standard was approved by the Academic Council at June 27, 2014, the protocol No.5.
- The educational program of the direction 38.04.02 Management, Master degree program.
- The curriculum of the National Research University – Higher School of Economics towards the direction 38.04.02 Management, Master degree program.

2 Course Goals and Learning Outcomes

Marketing is the art and science of creating customer value and market place exchanges that benefit the organization and its stakeholders. In this module students will study different marketing management aspects such as segmentation, targeting, positioning, marketing mix (product, place, promotion and price), customer value and branding. A special emphasis will be made on marketing planning, market research and competitive analysis.

As a result of this course, students will expand knowledge and understanding of marketing approach to the management; improve skills of market research and competitive analysis; develop skills of formulating and evaluating marketing strategies; acquire skills of marketing mix design.

3 Competencies acquired by students within the course

The course develops the following competencies:

| Competencies | NRU HSE Code | Descriptors - the learning outcomes (the indicators of achievement) | Teaching forms and methods of that contribute to the development of a competence |
|-----------------------------|--------------|---|--|
| Be able to offer managerial | CK-3 | Students know the methods of | Lectures, Seminars, |



| Competencies | NRU HSE Code | Descriptors - the learning outcomes (the indicators of achievement) | Teaching forms and methods of that con- tribute to the develop- ment of a competence |
|---|--|--|---|
| decisions and to assess the conditions and consequences of business decisions | CK- M3 | marketing decision-making in the business. Students can use the knowledge and skills to assess the impact of business decisions on the environment and social sphere, as well as their influence on the organization’s development and reputation. | Problem discussions, Teamwork, Problem discussions, Case write-ups, Assignments |
| Be able to solve the tasks of developing a system of business-processes in the organization | ПК- 19 M1.1- 1.3_ 7.3 (M) | Students know modern business models and approaches to business-processes management. Students can use the knowledge from lectures and seminars to develop the system of business – processes management. Students can develop business model of a business project or organization. | Lectures, Seminars, Problem discussions, Teamwork, Case write-ups, Assignments |
| Be able to plan and implement projects and activities aimed at implementing marketing strategies | ПК- 22 M 1.2- 1.3_ 7.3 (M) | Students know the basics of the marketing plan development. Students can use the knowledge and skills to develop organization’s strategy taking into account the interests of different stakeholders. Students can use the knowledge and skills to implement marketing strategies into concrete projects and activities. | Lectures, Seminars, Problem discussions, Teamwork, Case write-ups, Assignments |
| Be able to find and evaluate new market opportunities, to develop and evaluate business ideas, develop business plans for creating a new business | ПК- 25 M 1.1- 1.3_ 7.4 (M) | Students know the methods of finding and analyzing market opportunities. Students can use the knowledge and skills to develop and evaluate business ideas. Students can develop business plans for startups and new businesses. | Lectures, Seminars, Problem discussions, Teamwork, Case write-ups, Assignments |

4 How the Course Fits in with the Curriculum

The course is included in the basic part of the curriculum and relies on knowledge gained from other marketing courses in educational program “Management” such as “Methodology of



research in management: marketing research” and “Strategies in management: marketing strategies”.

Students should be able:

- to speak English and to write in English (CEFR levels B2/B1);
- to communicate;
- to express the position accurately, correspond with character of the audience;
- to prepare general analytical materials (reviews, notes, reports) independently.

The main provisions of the course should be used for further studies of the following courses: “Complex analysis and developing of marketing decisions”, “Digital marketing”, “Methodology of communications: technologies of influence”, and “Methods and models of marketing communications”.

5 The Course Topics

| № | Themes | Total amount of hours | Teaching Activities (classroom hours), including | | Students' Self-Study (hours) |
|----|--|-----------------------|--|-----------|------------------------------|
| | | | Lectures | Seminars | |
| 1. | Introduction to Marketing-Management. Market Environment. | 40 | 4 | 8 | 28 |
| 2. | Segmentation, Targeting and Positioning. Customer centricity. | 40 | 4 | 8 | 28 |
| 3. | Marketing-mix. Product Management. | 40 | 4 | 8 | 28 |
| 4. | Pricing. | 40 | 4 | 8 | 28 |
| 5. | Promotion Management. | 34 | 2 | 8 | 24 |
| 6. | Placement. | 34 | 2 | 8 | 24 |
| | Total | 228 | 20 | 48 | 160 |

6 Forms of control of students' knowledge

| The Control Type | Control's Forms | 1 academic year | | | | Parameters |
|------------------|-----------------|-----------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | |
| Essay | Written essay | * | | | | Writing essay on a company marketing strategy |



| | | | | | | |
|---------------------|---|---|---|--|--|--|
| Class participation | Case analysis, presentations, problems solving etc. | * | * | | | Students' individual and group work at the seminars in different forms |
| Homework | Presentations | | * | | | Presentations on a marketing issues |
| Final | Exam | | * | | | Test |

7 Grading criteria

The current control consists of two parts: the essay and the homework.

Essay assessment

| Criteria | Score |
|---|-----------|
| 1. The text is well-structured (includes introduction, case description, literature review, case analysis, solution and recommendation, and references) | 2 |
| 2. The text has clear and developed arguments | 2 |
| 3. The text is theory-based | 2 |
| 4. The text is written in academic style | 1 |
| 5. The text contains at least 10 relevant references | 1 |
| 6. The text size is about 5000 words | 1 |
| 7. The text is compliant with HSE standards | 1 |
| Overall score | 10 |

Homework assessment

| Criteria | Score |
|--|-----------|
| 1. The presentation is well-structured (includes introduction, plan, case analysis, solution and recommendation, and references) | 3 |
| 2. The presentation has clear and developed arguments | 3 |
| 3. The presentation completely covers the topic | 2 |
| 4. The presentation is compliant with HSE standards | 2 |
| Overall score | 10 |

Final exam

Final exam consists of forty questions (true/false, multiple choice, matching, and short answer) test. Duration of the test is 60 minutes.

Exam grading criteria

Test assessment



| Number of correct answers | Score |
|----------------------------------|--------------|
| 38-40 | 10 |
| 35-37 | 9 |
| 32-34 | 8 |
| 29-31 | 7 |
| 26-28 | 6 |
| 23-25 | 5 |
| 20-22 | 4 |
| 17-19 | 3 |
| 14-16 | 2 |
| 0-13 | 1 |

8 Course content

1. Introduction to Marketing-Management. Market Environment

Course introduction. Market environment. Internal environment – small forces within the company that affect its ability to serve its customers. External environment. Meso environment – the industry in which a company operates and the industry's market(s). Macro (national) environment – larger societal forces that affect the microenvironment. PESTEL-analysis. SWOT-analysis. Case Study.

2. Segmentation, Targeting and Positioning. Customer centricity

Segmentation. Identifying meaningfully different groups of customers. Targeting. Selecting which segment(s) to serve. Positioning. Implementing chosen image and appeal to chosen segment. Customer centricity as a modern marketing approach. The 7 pillars of the customer centricity (experience, loyalty, communications, assortment, promotions, price, feedback). Case Study.

3. Marketing-mix. Product Management

Marketing-mix: 4P and 7P concepts. Product Management: product design (quality, features, benefits, style), product assortment (product range, product mix, product lines), packaging and labeling, services (complimentary service, after-sales service, service level), warranties, guarantees, life cycles, investments and returns. Branding strategy: brand promise, brand perception, brand values, brand voice, brand positioning. Case Study.

4. Pricing



Price strategy. Cost-based pricing policy. Value-based pricing policy. Demand-based pricing policy. Competition-based pricing policy. Price tactics. Discounting. Odd value pricing. Loss leader. Skimming. Penetration. High-low pricing. Price discrimination. Pricing new products. Allowances. Price sensitivity. Payment terms. Payment methods. Case Study.

5. Promotion Management.

Promotional mix - appropriate balance of advertising, PR, direct marketing, sales promotion, sponsorship, product placement, event marketing, etc. Message strategy - what is to be communicated. Channel (media) strategy - how to reach the target audience. Message frequency - how often to communicate. Case Study.

6. Placement.

Distribution strategy: intensive distribution, selective distribution, exclusive distribution. Franchising. Market coverage. Channel member selection and channel memberships. Location decisions. Transport, warehousing and logistics.

Educational Technologies

The course combines lectures and interactive seminars to promote student critical thinking and problem-solving skills. Various types of active and interactive forms of training activities, including analysis of practical problems and case studies, teamwork, home assignments and interactive lectures' discussions will aid and enhance student learning. Seminars include individual and group activities (e.g., case studies, individual and group presentations etc.). The guest lectures of the representatives of Russian and foreign companies in the framework of the course are going to illustrate the practical implementation of marketing and management theory and increase students' competencies.

9.1 Teaching tips for instructors

The course materials including lectures and seminars are expected to be provided for students through the Learning Management System (LMS).

9.2 Learning tips for students

The course includes different forms of training, individual and small groups activities, presentations, marketing debates and business games. To form a high accumulate score students



are encouraged actively participate in the classroom work, express their opinion during case discussions and prepare presentation on marketing issues.

The academic honesty policy is strictly followed in the HSE. It is included in the HSE Academic Handbook, <https://www.hse.ru/en/studyspravka/plagiat/> Students are expected to be familiar with this policy. No violations of this policy will be tolerated in this course.

This syllabus and accompanying class schedule are tentative and subject to change. Changes and/or additions will be announced via the LMS, so students are advised to check e-mail daily. The instructor reserves the right to modify the course requirements, assignments, dates, grading procedures, policies as circumstances dictate.

Most materials for this course will be provided through the LMS. All students must be able to access this system.

Attendance in class seminars, interim testing and final examination is mandatory. Deadlines for all written assignments and presentations are final.

Recommendations for students about organization of self-study

Self-study is organized in order to:

- Systemize theoretical knowledge received at lectures;
- Extending theoretical knowledge;
- Learn how to use legal, regulatory, referential information and professional literature;
- Development of cognitive and soft skills: creativity and self-sufficiency;
- Enhancing critical thinking and personal development skills;
- Development of research skills;
- Obtaining skills of efficient independent professional activities.

Self-study, which is not included into a course syllabus, but aimed at extending knowledge about the subject, is up to the student’s own initiative. A teacher recommends relevant resources for self-study, defines relevant methods for self-study and demonstrates students’ past experiences. Tasks for self-study and its content can vary depending on individual characteristics of a student. Self-study can be arranged individually or in groups both offline and online depending on the objectives, topics and difficulty degree. Assessment of self-study is made in the framework of teaching load for seminars or tests.

In order to show the outcomes of self-study it is recommended:

- Make a plan for 3-5 presentation which will include topic, how the self-study was organized, main conclusions and suggestions and its rationale and importance.



– Supply the presentation with illustrations. It should be defined by an actual task of the teacher.

Recommendations for essay

An essay is a written self-study on a topic offered by the teacher or by the student him/herself approved by teacher. The topic for essay includes development of skills for critical thinking and written argumentation of ideas. An essay should include clear statement of a research problem; include an analysis of the problem by using concepts and analytical tools within the subject that generalize the point of view of the author.

Essay structure:

1. Introduction and formulation of a research question.
2. Body of the essay and theoretical foundation of selected problem and argumentation of a research question.
3. Conclusion and argumentative summary about the research question and possibilities for further use or development

10 Evaluation Tools for Students’ Monitoring and Assessment

10.1 Examples of questions for the student’s assessment

1. Define marketing and discuss its role in the economy
2. List and briefly discuss the core marketing concepts. All of these concepts are important to understanding the definition of marketing.
3. Carefully list and then compare the five marketing management philosophies. Be sure to indicate the key components of each philosophy.
4. Define and describe the marketing management concept.
5. Marketing practice often passes through three stages. List and briefly describe each of these stages.
6. What is the main difference between a sales-oriented company and a marketing-oriented company?
7. What are ways that marketers build trust with the customer?
8. What are the Principles of Marketing?

10.2 Examples of test questions



1. Which term best describes a popular marketing strategy that centers around the acquisition, enhancement, and retention of long-term relationships that add value for the organization and the customer?

- A) Knowledge Management
- B) Customer Relationship Management
- C) Enterprise Resource Planning
- D) Supply Chain Management
- E) Enterprise Resource Planning

2. What is the first step to finding your market?

- A) Know your customers' needs and wants.
- B) Know how satisfied your customers are.
- C) Find out what your customers are buying
- D) None of these
- E) All of these.

11 Assessment

The final grade consists of two elements with coefficients:

- accumulated grade – weight = 0,6
- exam grade – weight = 0,4

$$O_{final} = 0.6 * O_{accumulated} + 0.4 * O_{exam\ grade}$$

The cumulative part weights 0,6 of the final grade. It is formed by the next assessments:

- the students' individual and group work at the seminars in the form of case analysis, presentations, problems solving etc. The weight of classroom work is 0,3 of the cumulative grade;
- homework of students connected with different tasks weights 0,4 of the cumulative grade;
- the essay weight is 0,3 of the cumulative grade.

$$O_{accumulated} = 0.3 * O_{essay} + 0.4 * O_{homework} + 0.3 * O_{class\ participation}$$



The assessment will be made on base of 10-point scale. All grades are rounded up to a decimal (arithmetic rules). Excellence for the course requires 8-10 points; Good – 6-7; Satisfactory – 4-5.

The students, whose cumulative grade exceeds 8, may not pass the exam. In that case the cumulative grade is considered as the final grade.

12 Educational-Methodical and Information Support of Discipline

12.1 Core Textbook

Shankar V., Carpenter G.S. (2012). Handbook of Marketing Strategy. Edward Elgar Publishing.

12.2 Supplementary Reading

Bell D. (2014). Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One (Wharton Executive Essentials).

Berry L.L., The Employee as Customer // Journal of Retail Banking. 1981. Vol.3. No.1. P.33-40.

Borin N., Farris P., Freeland J., (1994), A model for determining retail product category assortment and shelf space allocation, Decision Sciences, Vol. 25.

Brown, J.R., Dev, C.S., Lee, D.-J. Managing marketing channel opportunism: The efficacy of alternative governance mechanisms. Journal of Marketing. Volume 64, Issue 2, April 2000, Pages 51- 65.

Chaffey D., Ellis-Chadwick F., Mayer R., Johnston K. (2009). Internet Marketing. Strategy, Implementation and Practice. Fourth Edition. Pearson Education Limited. Part I.

Cooper, R.G. The NewProd System: The Industry Experience, in: Journal of Product Innovation Management, Vol.9, 1992.

Fader P. (2013). Customer Centricity: Focus on the Right Customers for Strategic Advantage (Wharton Executive Essentials).

Heskett J.L., Sasser W.E., Schlesinger L.A., The Service Profit Chain. Free Press. 1997.

Karunakaran K. (2007). Marketing Management. Himalaya Publishing House.

Kotler P.T., Keller K.L. (2016). Marketing Management.

Kumar V., Shah D. (2009), Expanding the role of marketing: From customer equity to market capitalization, Journal of Marketing 73, No.6: 119-136.

MacMillan, Ian C., McGrath, Rita (1997), Discovering new points of differentiation, Harvard Business Review, July-August.



- Persson A., Ryals L. (2010). Customer assets and customer equity: Management and measurement issues. *Marketing Theory*. 10 (4). Pp. 417-436.
- Roy, A., Raju, J.S The influence of demand factors on dynamic competitive pricing strategy: An empirical study. *Marketing Letters* Volume 22, Issue 3, September 2011, Pages 259-281.
- Rust, R. T., K. N. Lemon, and V. A. Zeithaml (2004), 'Return on marketing: Using customer equity to focus marketing strategy'. *Journal of Marketing* 68, 109–127.
- Sherlekar S.A., Gordon E. (2009). *Marketing Management*. Himalaya Publishing House.
- Sheth, J. N., Sisodia, R. S. and Sharma, A. (2000) 'The Antecedents and Consequences of Customer-Centric Marketing', *Journal of the Academy of Marketing Science* 28(1): 55-66.
- Strauss R.E. (2008). *Marketing Planning by Design. Systematic Planning for Successful Marketing Strategy*. Willey, England.
- Scott D.M. (2011). *The New Rules of Marketing & PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*/ Wiley; 3 edition, 366 p.

12.3 Internet Resources

ICC/ESOMAR International Code of Marketing and Social Research Practice.

(<http://www.esomar.org/index.php>)

<http://davidrbell.com/research/>

<http://www.comscore.com/rus/Insights>

<http://www.acnielsen.ru/news.php>

<http://www.tns-global.ru/rus/data/ratings/>

12.4 Software

Students need the following software and programs: MS Word, MS Excel, MS PowerPoint available in HSE computer classes and the library.

12.5 Information and Referral system

Electronic resources of HSE – <http://library.hse.ru/e-resources/e-resources.htm>

12.6 Distance learning support

Learning management system (LMS) will be used during the course implementation (<http://lms.hse.ru/>).

13 Course Technical Provision

The classrooms are equipped with a full complement of audio/visual equipment, including a multimedia projector, a computer, a sound system. Larger rooms also contain a microphone.



14 Special conditions for organization of learning process for students with special needs

The following types of comprehension of learning information (including e-learning and distance learning) can be offered to students with disabilities (by their written request) in accordance with their individual psychophysical characteristics:

1) *for persons with vision disorders*: a printed text in enlarged font; an electronic document; audios (transferring of learning materials into the audio); an individual advising with an assistance of a sign language interpreter; individual assignments and advising.

2) *for persons with hearing disorders*: a printed text; an electronic document; video materials with subtitles; an individual advising with an assistance of a sign language interpreter; individual assignments and advising.

3) *for persons with muscle-skeleton disorders*: a printed text; an electronic document; audios; individual assignments and advising.