



APPLIES TO ACADEMIC YEAR 2013/2014

## MAN 1664/1665 Marketing; Strategy and Management

### Programme

#### Responsible for the course

prof. dr. Viltė Auruškevičienė

#### Department

Department of Marketing

#### Term

According to study plan

#### ECTS Credits

30

#### Language of instruction

English

#### Introduction

This course aims to teach participants a market oriented management philosophy and insight into why such philosophy should influence all the functions in an organization. The course is heavily based on international research in various disciplines, and closely follows the structure of marketing process itself - it starts with the company's strategy, which must, in turn, be rooted in customer requirements, demand and competitors; for the company, the result must be profitable goods and services – and satisfied customers. Newer paradigms for understanding markets and marketing (e.g., service-dominant logic, social networking approaches) are also discussed in this course.

#### Learning outcome

Knowledge and understanding:

Participants will acquire scientific and research based knowledge about the role of marketing as integrating activity, will be able to understand interrelations of marketing influenced behaviors at individual, group and organization levels. They also will be able to choose, classify, use, interpret, relate and demonstrate strategic marketing actions.

Cognitive skills:

Students will acquire skills required to manage market-oriented marketing management processes and activities.

Transferable skills, competence and attitudes:

At the end of the course, students will be competent enough to evaluate, justify, critique and appraise various marketing actions. Overall, they will develop attitude of market orientation and skills to develop such an attitude in their respective organizations.

#### Prerequisites

Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution

The applicant must be at least 25 years of age

At least four years of managerial work experience

Motivation evidence to accomplish study requirements

At least upper intermediate level of English

#### Compulsory reading

#### Recommended reading

##### Course outline

Market orientation

Company orientations toward the marketplace. Marketing tasks. Marketing concepts and tools. Defining and delivering customer value and satisfaction. Goods-dominant vs. service-dominant logic of marketing.

Market analysis

The research process in connection with market studies. Problem development. Research design and measuring instruments. Methods for data collection and sampling. Methods for data analysis. The purchase of market analysis services.

Marketing strategy

Competitive strategies, business strategies. Strategy and market planning, analysis of internal and external parameters.

Identifying market segments and selecting target markets. Positioning the market offering through the product life cycle. Generic positioning strategies. Other positioning strategies and their applications.

Brand management

Brand equity. Strategic management of brands. Managing brand awareness and brand associations.

Pricing

Designing pricing strategies and programs. Setting the price. Adapting the price. Initiating and responding to price changes.

Consumer behavior research

Consumer behavior – fundamental principles. Individual factors relating to consumer behavior. Group influences on consumer behavior. The decision process of the consumer. Primary and secondary sources for consumer behavior information.

Business-to-business marketing

Evaluating client perceived value. Differentiation of the offerings. Systemic buying. Main principles of relationship marketing.

Marketing channels

Managing marketing channels. Channel functions and flows, channel levels. Selecting, training, motivating and evaluating channel members. Channel dynamics, conflict, cooperation and competition.

Integrated marketing communications

Communication concepts and models. Communication psychology and sociology. Decisions relating to advertising and communication. Advertising budgeting. Formulation of message. Choice of media. The control and measurement of effects.

International marketing and management

The cultural dimensions in international communication and management. Entry strategies relating to international market involvement. The use of competitive weapons in international marketing. Export initiation, export organization and export planning. Modes of operation for enterprises abroad.

### **Computer-based tools**

Microsoft Office tools, YouTube, Facebook or other similar medium

### **Learning process and workload**

The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to one hour pr. students following an ordinary Master of Management program.

### **Examination**

The students are evaluated through a term paper, counting for 10 credit hours. Further the evaluation consist of case solution, counting for 50% and an 5-hour individual written exam, counting for 50% of 20 credit hours. Only one grade is given for case and individual examination at the certificate. All evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons. The case is written in groups of three persons.

### **Examination code(s)**

MAN 16641 - term paper; counts for 100 % to pass the program MAN 1664, 10 credits.

MAN 16651 - case; accounts for 50% to pass the program MAN 1665; 20 credits.

MAN 16652 - 5-hour written exam; accounts for 50% to pass the program MAN 1665; 20 credits.

All evaluations must be passed to obtain a certificate for the program.

### **Examination support materials**

Portable PC's, English-Lithuanian/Lithuanian-English dictionaries and reading materials specified in the syllabus or distributed during the course are allowed during the final examination.

Mobile phones, electronic media or other communication tools are not allowed. Candidates are not allowed to borrow examination support materials from each other.

### **Re-sit examination**

At the next ordinary exam.

### **Additional information**

837 pages (articles only),

i.e., total 1653 pages, including a textbook.

### **Textbooks:**

1. Kotler, P., Keller, K. (2012). *Marketing Management* (Global ed.). Pearson Higher Education. (816 pages)
2. Aaker, D. A. (2009). *Strategic Market Management* (9th ed.). Wiley. (341 pages)

**Articles:**

1. Kohli A.K., Jaworski B.J. (1990). "Market Orientation: The Construct, Research Propositions, and Managerial Implications", *Journal of Marketing*, Vol. 54, April. (18 pages)
2. Kotler P. (1998/1972). "A Generic Concept of Marketing", *Marketing Management*, Fall. (7 pages)
3. Kotler, P., Rackham, N., Krishnaswamy, C. (2006). "Ending the War between Sales and Marketing", *Harvard Business Review*, Jul/Aug, Vol. 84 Issue 7/8. (10 pages)
4. Andreasen, A.R. (1985). "Backward Market Research", *Harvard Business Review*, May/June. (4 pages)
5. Lafley, A.G., Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow. "Bringing Science to the Art of Strategy." *Harvard Business Review* (September 2012): 56. (11 pages)
6. Young, R.B., Javalgi, R.G. (2007). "International Marketing Research: A Global Project Management Perspective", *Business Horizons*, Issue 50. (10 pages)
7. Dolan, R.J. (2001). "Analyzing Consumer Perceptions". *Harvard Business School Note*, #9-599-110. (13 pages)
8. Treacy, M., Wiersema, F. (1993). "Customer Intimacy and Other Value Disciplines", *Harvard Business Review*, January/February. (10 pages)
9. Yankelovich, D., Meer, D. (2006). "Rediscovering Market Segmentation", *Harvard Business Review*, Vol. 84 Issue 2, February. (10 pages)
10. Moon, Y. (2005). "Break Free from the Product Life Cycle", *Harvard Business Review*, May. (8 pages)
11. D'Aveni, R.A. (2007). "Mapping Your Competitive Position", *Harvard Business Review*, November. (11 pages)
12. Keller, K. L. (2008). *Strategic Brand Management Building, Measuring, and Managing Brand Equity* (3rd ed.). Pearson Education. Chapter 2 (Brand Equity). (23 pages)
13. Lodish L.M., Mela, C.F. (2007). "If Brands Are Built Over Years, Why Are They Managed Over Quarters?", *Harvard Business Review*, July/August. (9 pages)
14. Tybout, A., Roehm, M. (2009). Let the Response Fit the Scandal. *Harvard Business Review*, December. (5 pages)
15. Dolan, R.J. (2000). "Integrated Marketing Communications", *Harvard Business School Note*, Boston: HBSP Publishing. (14 pages)
16. Mangold, W. G., Faulds, D.J. (2009). "Social Media: the New Hybrid Element of the Promotion Mix". *Business Horizons*, Vol. 52. (9 pages)
17. Dolan, R.J. (2000). "Going to Market", *Harvard Business School Note*, Boston: HBSP Publishing. (10 pages)
18. Neves, M.F., Zuurbier, P., Campomar, M.C. (2001). "A Model for the Distribution Channels Planning Process", *Journal of Business and Industrial Marketing*, Vol. 16, No. 7. (22 pages)
19. Arnold, D. (2000). "Seven Rules of International Distribution". *Harvard Business Review*, November/December. (7 pages)
20. Shapiro, B.P. (1998). "Precision Pricing for the New World Order", *Harvard Business School Note*, Boston: HBSP Publishing. (24 pages)
21. Leszinski, R., Marn, M.V. (1997). "Setting Value, Not Price", *McKinsey Quarterly*, No. 1. (17 pages)
22. Raghurir, P., Inman, J. J., Grande, H. (2004). "The Three Faces of Consumer Promotions". *California Management Review*, Summer. (20 pages)
23. Vargo, S.L., Lush, R.F. (2004). "Evolving to a New Dominant Logic for Marketing", *Journal of Marketing*, January. (17 pages)
24. Heskett, J.L., Jones, T.O., Loveman, G. W., Sasser, W. E., Schlessinger, I. A. (2008). "Putting the service-profit chain to work". *Harvard Business Review*, July-August. (11 pages)
25. Chase, R. B., Dasu S. (2001). "Want to Perfect Your Company's Service? Use Behavioral Science". *Harvard Business Review*, June. (6 pages)
26. Anderson, J. C., Narus, J. A., van Rossum, W. (2006). "Customer Value Propositions in Business Markets", *Harvard Business Review*, March, Vol. 84 Issue 3. (9 pages)
27. Anderson, J.C., Narus, J.A. (1998). "Business Marketing: Understanding What Customers Value". *Harvard Business Review*, November/December. (11 pages)

**Recommended reading**

Ellet, W. (2007). *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases*. Harvard Business Press.

16 cases as additional material.

Scientific articles from journals such as *Journal of Marketing*, *Journal of Marketing Research* and *Marketing Science*.