APPLIES TO ACADEMIC YEAR 2014/2015

MAN 1603/1604/1615/1616 Marketing; Strategy and Management - RE-SIT EXAMINATION

Programme
Master of Management in Lithuania

Responsible for the course
Kristina Maikǒtënienë

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 and 4 years work experience. Please confirm our Student regulations.

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
None.

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. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of three hours pr. student.

Examination
The students are evaluated through a term paper, counting for 12 credit hours. Further the evaluation consist of case solution, counting for 9 credit hours and an 5-hour individual written exam, counting for 9 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.

For students taking this program as the final Master of Management Program the following applies:
The students are evaluated through a individual term paper, counting for 18 credit hours and an 5 hour individual written exam counting for 6 credit hours and case counting for 6 credit hours. All evaluations must be passed to obtain a certificate for the program.

Examination code(s)
MAN 16031 - term paper; counts for 100 % to pass the program MAN 1603, 12 credits.
MAN 16041 - case; accounts for 50% to pass the program MAN 1604; 18 credits.
MAN 16042 - 5-hour written exam; accounts for 50% to pass the program MAN 1604; 18 credits.
All evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:
MAN 16151 - individual term paper; counts for 100 % to pass the program MAN 1615; 18 credits.
MAN 16161 - case; accounts for 50% to pass the program MAN 1616; 12 credits.
MAN 16162 -5-hour individual written exam counts for 50 % to pass the program MAN 1616; 12 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 all 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

Compulsory literature
826 pages (articles only) OR 1642 pages (including a textbook)

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

Articles
Kohli A.K., Jaworski B.J. (1990). “Market Orientation: The Construct, Research Propositions, and Managerial Implications”, *Journal of Marketing* , Vol. 54, April. (18 pages)
Kotler P. (1998/1972). “A Generic Concept of Marketing”, *Marketing Management* , Fall. (7 pages)
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)
Andreasen, A.R. (1985). “Backward Market Research”, *Harvard Business Review* , May/June. (4 pages)
Young, R.B., Javalgi, R.G. (2007). “International Marketing Research: A Global Project Management Perspective”, Business Horizons, Issue 50. (10 pages)
Dolan, R.J. (2001). “Analyzing Consumer Perceptions”. *Harvard Business School Note,* #9-599-110. (13 pages)
Treacy, M., Wiersema, F. (1993). “Customer Intimacy and Other Value Disciplines”, *Harvard Business Review* , January/February. (10 pages)
Yankelovich, D., Meer, D. (2006). “Rediscovering Market Segmentation”, *Harvard Business Review* , Vol. 84 Issue 2, February. (10 pages)
Moon, Y. (2005). “Break Free from the Product Life Cycle”, *Harvard Business Review* , May. (8 pages)
D‘Aveni, R.A. (2007). “Mapping Your Competitive Position”, *Harvard Business Review* , November. (11 pages)
Keller, K. L. (2008). *Strategic Brand Management Building, Measuring, and Managing Brand Equity* (3rd ed.). Pearson Education. Chapter 2 (Brand Equity). (23 pages)
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)
Tybout, A., Roehm, M. (2009). Let the Response Fit the Scandal. *Harvard Business Review* , December. (5 pages)
Dolan, R.J. (2000). “Integrated Marketing Communications”, *Harvard Business School Note* , Boston: HBSP Publishing. (14 pages)
Mangold, W. G., Faulds, D.J. (2009). „Social Media: the New Hybrid Element of the Promotion Mix“. *Business Horizons* , Vol. 52. (9 pages)
Dolan, R.J. (2000). “Going to Market”, *Harvard Business School Note* , Boston: HBSP Publishing. (10 pages)
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)
Arnold, D. (2000). „Seven Rules of International Distribution“. *Harvard Business Review* , November/December. (7 pages)
Shapiro, B.P. (1998). “Precision Pricing for the New World Order”, *Harvard Business School Note* , Boston: HBSP Publishing. (24 pages)
Leszinski, R., Marn, M.V. (1997). “Setting Value, Not Price”, *McKinsey Quarterly* , No. 1. (17 pages)
Raghubir, P., Inman, J. J., Grande, H. (2004). “The Three Faces of Consumer Promotions”. *California Management* Review, Summer. (20 pages)
Vargo, S.L., Lush, R.F. (2004). „Evolving to a New Dominant Logic for Marketing”, *Journal of Marketing* , January. (17 pages)
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)
Chase, R. B., Dasu S. (2001). „Want to Perfect Your Company‘s Service? Use Behavioral Science“. *Harvard Business Review* , June. (6 pages)
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)
Anderson, J.C., Narus, J.A. (1998). “Business Marketing: Understanding What Customers Value”. *Harvard Business Review* , November/December. (11 pages)

Reco-mmended literature
Ellet, W. (2007). *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases* . Harvard Business Press.
≈18 cases are handed out as additional readings.