



APPLIES TO ACADEMIC YEAR 2014/2015

MAN 3115/3116/3117/3118 Market Oriented Management

Programme

Final Master of Management Program, Master of Management Program

Responsible for the course

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Department

Department of Marketing

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

To succeed as a marketing manager in today's markets requires updated analytical and theoretical market knowledge. This knowledge ensures the company's ability to exploit its market potential. Challenging and complex value customer demands, aggressive competition and turbulent markets, rapid technological and digital development and global expansion strategies characterizes such markets. Central to this is marketers' responsibility for making strategic marketing decisions that identifies and creates insight into market mechanisms and competition opportunities. Marketers are experts in understanding customer value perceptions, ability to act within ethical and social norms, promote innovation culture and processes, as well as establish and run organizational processes for value creation.

While previous marketing courses primarily built on the knowledge of the four p's and sales, marketing as a discipline has evolved to include a comprehensive and overall responsibility for corporate value creation. The main focus of this program in new perspectives on market leadership reflects this by concentrating on three decision areas. In the program participants will learn to (1) **organize for market solutions** by being trained in how to organize a company to produce customer value , (2) **explore market opportunities** in that they are trained to make decisions that capture and exploit changing markets and (3) **meet market challenges** in that they are trained on how to differentiate and protect products and brands in a market.

Organizing for market solutions: Throughout this program participants will learn how to make decisions that create companies whose purpose is to develop organizations that are supremely good at providing market-based solutions. The ability to consciously make the whole company as co-responsible for the value production is essential in this context. In addition the topic will cover how to work with relationships and networks among customers and professional partners. It is usually taken for granted that a company is responsible for producing customer value. Another way to produce customer value is, however, through formal and informal networks of firms that co-produce customer value, as well as co-production with customers. In networks, companies can be competitors and partners at the same time. The sharing of market information can be both necessary but also potentially harmful. Some firms will act as free riders, while others shirk tasks and sub optimizes own interests. Participants will learn how to select, develop, monitor and manage business relationships and customer relationships over time.

Exploring market opportunities: In the second part of the program, participants will learn to make decisions with the purpose to exploit market opportunities. Both consumers and business customers expect seamless digital solutions that simplify the interaction with a company. Today's marketers are experiencing a major transformation that requires high level of expertise in marketing innovations, social media, mobile platforms, the ability to explain and assure the quality of market data, the spread of omni-channel distribution, to name a few. This part of the program will add value to marketing managers who want to learn how to ask the critical right questions in today's markets where the aim is to capture, interpret and act on trends and developments in the markets, manage digital communication strategies, and which can assure the quality of empirical, visual and graphical analysis of analysis to make market decisions.

Meet Market Challenges: In the third main part of this program, students learn to make decisions that contribute to a company ability to differentiate itself with the purpose to meet market challenges. Differentiation requires a thorough marketing strategy that specifies customer audiences, brand positioning and brand associations as well as make decisions about appropriate exposure in the market. These decisions are based on knowledge of the customers' perception of value. Based on the understanding that different customer groups have different needs to be covered, participants will learn how to develop a marketing plan that specifies the main selling points for the various customer segments, calculate the profitability analysis of the various segments, knowledge about the brand and its products can be built and strengthened, and knowledge of how a deliberate pricing strategy affects earnings.

The importance of strategic marketing management for a company's profitability is illustrated by the fact that market-driven organizations achieve success in a variety of markets and competition situations. Superior customer value, utilization of unique

competitive advantage and understanding of the rate of market challenges are all demanding management tasks which require effective marketing strategies that exploit and develop the companies' strategic competitive advantage.

The target audience for this program is marketing managers and middle managers in companies that operate in both the corporate and product and service industry. The program will also be a good fit for those working in small and medium-sized businesses, the public sector and those working in the consulting industry.

Learning outcome

Acquired knowledge

Participants will learn to develop basic knowledge and be familiar with the latest research within market-oriented management. Participants will learn to understand how the environment affects marketing in corporate and consumer markets. Participants will learn about the latest theories and knowledge concerning corporate organization with the purpose to create customer value.

Acquired skills

Participants will learn to develop the ability to make independent strategic marketing decisions through use tool that detects and evaluates the market potential of a product or service. Participants will develop the ability to make competitive choices to differentiate products and services in the market. Participants will be able to use specific tools to organize for market leadership with the purpose of creating customer value. Participants will be able to conduct a limited research or development project under the supervision and in accordance with ethical standards.

Reflection

Participants will be able to acquire the ability to critically reflect on existing theories, methods and interpretations in the field of marketing and optimization of customer values. Participants should be able to communicate about issues, analyzes and conclusions in an appropriate discipline with both specialists and the general public.

Prerequisites

Bachelor degree or equivalent and 4 years of work experience. Please consult our student regulations.

Compulsory reading

Books:

Chernev, A.. 2013. Strategic marketing management. 7th edition. Brightstar Media, Incorporated. Ca. 220 sider.
Ellis, Nick. 2011. Business-to-business marketing: Relationships, Networks, Strategies.. Oxford University Press.. Chapter 1-4 + 6.ca. 150 sider.
Gripsrud, Geir, Ulf Henning Olsson og Ragnhild Silkoset.. 2010. Metode og dataanalyse : beslutningsstøtte for bedrifter ved bruk av JMP. 2. utg.. Høyskoleforlaget. 165 sider
Samuelsen, Bendik Meling, Adrian Peretz og Lars Erling Olsen.. 2010. Merkevareredelse på norsk 2.0. 2. utg. Cappelen akademisk. 455 sider

Articles:

Anderson, E., & Jap, S.. 2012. The dark side of close relationships.. Sloan Management. 7 sider
Brown, T.J., P.A. Dacin, M.G. Pratt, & D.A. , . 2006. Whetten Identity, Intended Image, Construed Image, and Reputation: An Interdisciplinary Framework and Suggested Terminology, 7 sider. Journal of the Academy of Marketing Science. Vol. 34, No.2
Hinterhuber, Andreas and Stephan Liozu , . 2012. "Is it Time to Rethink Your Pricing Strategy?". MIT Sloan Management Review. Summer. 11 sider
Hoeffler, Steve and Kevin Lane Keller. 2003. The marketing advantages of strong brands. Journal of Brand Management. Vol.10, No.6. 25 sider
Jaworski, B. J., & Kohli, A. K.. 1993. Market orientation: antecedents and consequences.. The Journal of marketing. 53-70, 17 sider
Kidwell, Roland E., Arne Nygaard, and Ragnhild Silkoset.. (2007). Antecedents and effects of free riding in the franchisor–franchisee relationship.. Journal of Business Venturing. 22.4. 522-544, 22 sider
Kumar, V., Jones, E., Venkatesan, R., & Leone, R. P.. 2011. Is market orientation a source of sustainable competitive advantage or simply the cost of competing?. Journal of Marketing. 75(1). 16-30, 14 sider
Morgan, N. A., Vorhies, D. W., & Mason, C. H.. 2009. Market orientation, marketing capabilities, and firm performance,. Strategic Management Journal,. 30(8). 909-920, 11 sider
Samuelsen, B.M., Olsen, L.L., Silseth, P.R., & B.G. Lorentzen. (2007). Dynamiske perspektiv på kunderelasjoner. Magma. Vol. 10, No.2. 20 sider
Silkoset, Ragnhild.. 2013. Negative and positive effects of social capital on co-located firms' withholding efforts. European Journal of Marketing. 47.1/2. 174-197. 23 sider.
Solomon, Michael R.,. 2011. Consumer Behavior., 10 edition. Prentice Hall. kapittel 8, ca 25 sider.
Aaker, D.A. & E. Joachimsthaler. 2000. The Brand Relationship Spectrum: The Key to the Brand Architecture Challenge,. California Management Review. Vol.42, No.4, Summer. 15 sider

Other:

Utvalgte cases

Recommended reading

Course outline

Market oriented management
Decision making in business-to-business markets
Relationships among customers and suppliers
Networks and marketing channels
Market strategic decisions and use of market data
Professional procurement and negotiations
Digital technology
Visualization of market data analysis
Analytical framework for branding
Brand positioning and choice of concepts
Growth strategies
Brands in crisis
Pricing strategy
Consumers decision making and relationships
Communication strategies
Return on Marketing Investments
Simulation for market based decision and managing competition

Computer-based tools

itslearning. Recommended software is Excel and SAS JMP.

Learning process and workload

The programme is conducted through five course modules, a total of approx. 150 lecturing hours.

Project tutorials differ in each Executive Master of Management programme. 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 two hours pr. students following an ordinary Master of Management programme. For students taking the programme as their final Master of Management programme the tutorials offered are estimated to a total of six hours.

Please note that while attendance is not compulsory in all programmes, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ itslearning or other course materials.

Coursework requirements

None

Examination

The students are evaluated through a term paper, counting 18 ECTS credits and an individual course paper, counting 12 ECTS credits. The written assignment is a collection of five cases to be solved through the programme in addition to an overall summary of the five cases. The term paper may be written individually or in groups of maximum three persons. Both evaluations must be passed to obtain a certificate for the programme.

For students taking this programme as the final Master of Management Programme the following applies:
The students are evaluated through a term paper, counting 24 ECTS credits and an individual course paper, counting 6 ECTS credits. The written assignment is a collection of five cases to be solved through the programme in addition to an overall summary of the five cases. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the programme.

Examination code(s)

MAN 31151 - Term paper; accounts for 100 % of the grade to pass the programme MAN 3115, 18 credits
MAN 31161 - Course paper; accounts for 100 % of the grade to pass the programme MAN 3116, 12 credits
Both evaluations must be passed to obtain a certificate for the programme.

For students taking this programme as the final Master of Management Programme the following applies:
MAN 31171 - Term paper; accounts for 100 % of the grade to pass the programme MAN 3117, 24 credits
MAN 31181 - Course paper; accounts for 100 % of the grade to pass the programme MAN 3118, 6 credits;
Both evaluations must be passed to obtain a certificate for the programme.

Examination support materials

Examination support materials at written examinations are specified under "Examination" in the student portal @BI . Please, note the use of calculator and dictionary. https://at.bi.no/EN/Pages/Exa_Hjelpemidler-til-eksamen.aspx

Re-sit examination

It is only possible to re-sit an examination at the next ordinary examination. When a programme is discontinued, the re-sit examination will take place in a replacement programme.

The assessment is mainly based on more than one examination code. Where this is the case, you may re-sit only the assessed components of one of these examination codes. Where this is not the case, all of the assessed components of the course must be retaken. All re-sit examinations will incur an additional fee.

Additional information