

**FEDERAL STATE BUDGET EDUCATIONAL
INSTITUTION OF HIGHER EDUCATION
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor _____ A.A.Auzan

«___» _____ 2023

COURSE SYLLABUS

Course title:

MARKETING MANAGEMNT

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

Course syllabus is considered and approved by
the Educational and Methodological Council of the Faculty of Economics
(minutes №_____, date)

Moscow 2023

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2021 and forthcoming

1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 1st

2. Course Prerequisites

This discipline is based on the knowledge and skills acquired as a result of studying following courses:

Functional competencies:

- Knowledge of project management and business planning methods.
- Knowledge of methods of analysis and business insights research.
- English B1 level minimum.
- Knowledge of basic finance and ability to calculate the cost of goods and profitability.
- Ability to use technologies and frameworks to find information and structure it.
- Ability to work with massive amount of data.
- Proactive, result oriented and open to new ideas.

Basic knowledge of the following subjects:

- Marketing theory and concepts
- Economics of business
- Logic
- Design thinking
- Psychology, sociology, understanding people behavior in general

3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

| COMPETENCIES OF GRADUATES (CODES) | INDICATORS OF ACHIEVEMENT OF COMPETENCIES | INTENDED LEARNING OUTCOMES OF THE COURSE (MODULE) ASSOCIATED TO THE REQUIRED COMPETENCIES OF THE GRADUATES |
|--|---|--|
| UC-1. Capable of carrying out a critical analysis of problematic | UC-1.I-1. Analyzes the problem situation as an integral system, identifying its | UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it |

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| situations based on a systematic approach, developing a strategy of actions, formulating scientifically based hypotheses, applying the methodology of scientific knowledge in professional activity | components and the connections between them | UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts |
| | | UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation |
| | UC-1.I-2. Develops solutions to the problem situation based on a critical analysis of available information sources | UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources |
| | | UC-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience |
| | | UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships |
| | UC-1.I-3. Develops a strategy of actions to solve a problem situation in the form of a sequence of steps, anticipating the result of each of them | UC-1.I-3.A-1. Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy |
| | | UC-1.I-3.A-2. Able to develop an action plan to solve a problem situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation |
| GPC-1. Capable of solving professional tasks based on knowledge (at an advanced level) of economic, organizational and | GPC-1.I-1. Applies innovative approaches, models of economic, organizational and managerial theories to the extent necessary to solve professional tasks | GPC-1.I-1.K-1. Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities |

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| managerial theory, innovative approaches, generalization and critical analysis of management practices | | GPC-1.I-1.K-2. Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories |
| | | GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks |
| | GPC-1.I-2. Conducts a critical analysis of management practices and applies the results of the analysis to solve professional problems | GPC-1.I-2.K-1. Knows modern management practices |
| | | GPC-1.I-2.A-1. Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity |
| GPC-2. Capable of applying modern techniques and methods of data collection, advanced methods of their processing and analysis, including the use of intelligent information and analytical systems, in solving management and research tasks | GPC-2.I-1. Effectively uses modern techniques and methods of data collection, advanced methods of their processing and analysis | GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information |
| | | GPC-2.I-1.A-1. Able to competently use advanced data analysis methods in accordance with the assigned research or management task |
| | GPC-2.I-2. Uses intelligent information and analytical systems in solving management and research tasks | GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved |
| | | |
| IPC-1. Able to identify and create new market opportunities, find new, non-standard solutions, form and test a value proposition | IPC-1. I-1. Identifies and creates new market opportunities. Formulates new and non-standard solutions. | IPC-1.I-1. K-1. Knows creative and managerial approaches for finding needs, identifying and creating new market opportunities in the professional field. |
| | | IPC-1. I-1. A-1. Able to search for new, non-standard solutions due to creativity, analyticity, and flexibility of thinking |
| | IPC-1. I-2. Creates and tests solutions in the form of value propositions. | IPC-1. I-2. A-1. Able to form and test a value proposition. |
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| IPC-3. Able to manage the creation and development of innovative businesses | IPC-3. I-1. Manages the process of creating an innovative business | IPC-3. I-1.K-1. Knows concepts, terminology and modern approaches in the field of managing the creation of an innovative company |
| | | MPK-3.I-1.A-1. Able to manage the process of creating an innovative company, including formulating organizational and managerial decisions, using an algorithm for making organizational and managerial decisions, planning and implementing activities, evaluating the results and consequences of organizational and managerial decisions in the professional field |
| | IPC-3. I-2. Manages the process of innovative business development | IPC-3. I-2. Z-1. Knows concepts, terminology and modern approaches in the field of managing the development of an innovative company |
| | | IPC-3. I-2. A-2. Able to manage the development process of an innovative company, including formulating organizational and managerial decisions, designing organizational structures, developing strategies, implementing activities, and evaluating results and consequences |

4. Workload of the course by types of activity

The workload of the discipline is 3 ECTS: 96 academic hours, including 48 academic hours of contact work with a professor and where 48 academic hours of self-directed studies.

5. Learning format Full-time

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary) or distant format, with the use of educational platform On.Econ and Zoom. Now the format of master studies is full-time. Distant course format must be approved

by the administration of Master programs.

6. Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

| Title and brief content of sections and topics of the course (module), Form of assessment for the course (module) | Total (hours) | Including | | | | | | | |
|--|---------------|---|---------------------|--------------------------|----------|---|---------------------------|--------------------------|-----------|
| | | Contact work (Work in contact with a professor) <i>Types of contact work, hours</i> | | | | Student self-directed studies <i>Types of self-directed studies, hours</i> | | | |
| | | Seminars | Group consultations | Individual consultations | Total | Information search & analysis | Case study draft building | Individual consultations | Total |
| Topic 1. Introduction to basic principles of Marketing Management | 7 | 2 | 4 | | 6 | 1 | | | 1 |
| Topic 2. Market structure and position. Strategies how to grow business | 9 | 4 | 2 | | 6 | 1 | 2 | | 3 |
| Topic 3. Understanding of categories barriers and how to address them | 14 | 4 | 4 | | 8 | 3 | 3 | | 6 |
| Topic 4. Understanding of New product development and launch process. | 16 | 6 | 2 | | 8 | 4 | 6 | | 10 |
| Topic 5. Marketing mix understanding | 17 | 4 | 4 | | 8 | 3 | 5 | 1 | 9 |
| Topic 6. How to measure brand health | 16 | 4 | 4 | | 8 | 4 | 6 | 2 | 12 |
| Topic 7. Business strategy development and setting objectives and KPIs. OGSM concept | 15 | 4 | 1 | | 5 | 4 | 5 | 1 | 10 |
| Topic 8. Financials in Marketing Management: P&L understanding. | 9 | 3 | 0 | | 3 | 1 | 5 | | 6 |

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|---|------------|-----------|-----------|
| Midterm assessment: Business case study pitch | 4 | | 0 |
| Total | 108 | 52 | 56 |

Brief content of the course topics

Topic 1. Introduction to basic principles of Marketing Management.

- Introduction into Marketing Management (further MM) - areas of expertise and role in business
- Types of Marketing Management and areas of responsibilities

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 2. Market structure and position. Strategies how to grow business

- Introducing strategies-based market position (market leader, challenger etc)
- Discuss strategies how to further grow business depend on market position.

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 3. Understanding of categories barriers and how to address them.

- Category barriers understanding
- Strategies how to crack the barrier and examples discussion
- Rational & Emotional branding importance
- Case discussion Hasbro games (what was a real category barrier and provided solution)

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 4. Understanding of New product development and launch process.

- Market analysis based on Porter model and other frameworks intro
- Examples of different frameworks like SWOT, 5W, what worked / what didn't / what missed / what is an opportunity etc
- Understanding of Segmentation, targeting & positioning.
- Discussion based on Coca Cola case (new taste launch - mistake of research interpretation and understanding of the brand values)

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 5. Marketing mix understanding.

- Marketing Mix understanding
- Price importance as a tool. Discounts as a tool to destroy equity.
- Building POD (point of difference) or creating value.
- Zara case discussion.

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 6. How to measure brand health

- Brand health tracking importance and tools
- Brand equity introduction and role
- Brand funnel introduction and correlation management
- Possible strategies to improve brand health and equity
- Communication effectiveness and efficiency in different channels of communication.

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 7. Setting Business objectives and KPIs. OGSM concept.

- Introducing OGSM concept and framework.
- Introducing media & digital metrics.
- Practical talk and examples how business objectives and processes organized in Corporations

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Topic 8. Financials in Marketing Management: P&L understanding.

- Financials in marketing management.
- P&L understanding for marketeers.
- ROI concept introduction.
- Main Companies financial statements

Main literature: Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Additional literature:

1. Philip Kotler, Kevin Lane Keller - Marketing Management, 14th Edition (2012, Prentice Hall) PT

2. Positioning: The Battle for Your Mind: The Battle for Your Mind: The battle for your mind. How to be seen and heard in the overcrowded marketplace (MARKETING/SALES/ADV & PROMO) Paperback – 3 Jan. 2001
3. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant Hardcover – Illustrated, 20 Jan. 2015
4. Guerilla Marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business Paperback – 5 Jun. 2007
5. Made to Stick: Why Some Ideas Survive and Others Die Hardcover – 2 Jan. 2007

Assessment tools to assess the course learning outcomes

6.1. Sample assessment tools:

| Intended learning outcomes of the course (module) associated to the required competencies of the graduates | Types of assessment tools |
|---|--|
| UC-1.I-1.K-1. Knows the methodology of setting a goal and determining ways to achieve it | Cases discussion, Participation in class work, Presentation of learned material based on practical cases from business, active involvement into problem solving. Group Business case development and presentation. Pitch skills. |
| UC-1.I-1.A-1. Able to determine the essence of the problem situation and the stages of its resolution, taking into account variable contexts | |
| UC-1.I-1.A-2. Able to collect, systematize and critically analyze the information necessary to develop a strategy for resolving a problematic situation | |
| UC-1.I-2.A-1. Able to assess the adequacy and reliability of information about a problem situation, to work with contradictory information from different sources | |
| UK-1.I-2.A-2. Able to find a solution to a problem situation based on actions, experiment and experience | |
| UC-1.I-2.A-3. Able to identify possible solutions to a problem situation based on the analysis of cause-and-effect relationships | |

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|---|--|
| UC-1.I-3.A-1. Able to implement and argue the choice of a strategy to solve a problem situation, understanding the advantages and disadvantages of the chosen strategy | |
| UC-1.I-3.A-2. Able to develop an action plan to solve a problem situation, identifying and evaluating the practical consequences of implementing actions to resolve a problem situation | |
| GPC-1.I-1.K-1. Knows the provisions and models of economic, organizational and managerial theory (at an advanced level) and the specifics of their application in the field of their professional activities | |
| GPC-1.I-1.K-2. Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories | |
| GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks | |
| GPC-1.I-2.K-1. Knows modern management practices | |
| GPC-1.I-2.A-1. Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity | |
| GPC-2.I-1.A-1. Knows the main sources and methods of searching and collecting information | |
| GPC-2.I-1.A-1. Able to competently use advanced data analysis methods in accordance with the assigned research or management task | |
| GPC-2.I-2.A-1. Able to use information and analytical systems, find and analyze the necessary information in accordance with the task being solved | |
| IPC-1.I-1. K-1. Knows creative and managerial approaches for finding needs, identifying and creating new market opportunities in the professional field. | |

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|--|--|
| <p>IPC-1. I-1. A-1. Able to search for new, non-standard solutions due to creativity, analyticity, and flexibility of thinking</p> | |
| <p>IPC-1. I-2. A-1. Able to form and test a value proposition.</p> | |
| <p>IPC-3. I-1.K-1. Knows concepts, terminology and modern approaches in the field of managing the creation of an innovative company</p> | |
| <p>MPK-3.I-1.A-1. Able to manage the process of creating an innovative company, including formulating organizational and managerial decisions, using an algorithm for making organizational and managerial decisions, planning and implementing activities, evaluating the results and consequences of organizational and managerial decisions in the professional field</p> <p>IPC-3. I-2. Z-1. Knows concepts, terminology and modern approaches in the field of managing the development of an innovative company</p> <p>IPC-3. I-2. A-2. Able to manage the development process of an innovative company, including formulating organizational and managerial decisions, designing organizational structures, developing strategies, implementing activities, and evaluating results and consequences</p> | |

6.2. Course assessment criteria (scores):

| Types of assessment tools | Score |
|---|-------|
| Active involvement in class discussion & problem solving | 20 |
| Homework: Cases analysis & summary presentation – min 3 cases | 40 |
| Group project (Business case building & quality of discussion during consultations) | 40 |
| Business case presentation (final pitching) | 50 |
| Total | |

6.3. Grade for the course is determined based on the following criteria:

| Grade | Minimum score | Maximum score |
|---------------------|---------------|---------------|
| <i>Excellent</i> | 127,5 | 150,0 |
| <i>Good</i> | 97,5 | 127,0 |
| <i>Satisfactory</i> | 60,0 | 97,0 |
| <i>Failed</i> | 0,0 | 59,5 |

Note: in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

6.4. Typical tasks and other materials necessary to assess the learning outcomes:

Case Studies: 3-4 real Case studies (Zara, Aldi, Aqualisa, Hasbro) to be provided for the following analysis:

- Evaluate macro and business environment and understand business opportunity
- Define business strategy and possible outcomes
- Provide own opinion and recommendations
- Evaluate the business results and share learning and further implications for company
- Define risks and propose future strategy for growth

6.5. Methodological guidelines and assignment requirements:

- Homework as Case study is presented in Word format as filled business model blocks on one page of A4 format.
- The results of the group work are to be presented in the form of a Power Point presentation: the developed hypotheses about the business model concept developed by the group though studying the case.
- The results of the group work on the hypothesis of the innovative business model in the form of three files: 1) in Word format, where there is a canvas of the business model concept 2) in Word format, which demonstrates a protection of the business model hypothesis, no more than 2 pages (Arial 12, line 1.5); 3) in Power Point format with slides to be presented in the classroom with the justification of the business model concept taking into account external factors identified by the group in the process of doing homework and teamwork.
- Presentation of the Business case not more than 20 min + 10 min for questions. Summary of business case in word format or in power point must be sent for pre-read 24 hours before

7. Resources

7.1. List of main and additional literature

Main literature:

1. Marketing Management 15th edition, Phillip Kotler, Kevin Lane Keller

Additional literature:

1. Philip Kotler, Kevin Lane Keller - Marketing Management, 14th Edition (2012, Prentice Hall) PT
2. Positioning: The Battle for Your Mind: The Battle for Your Mind: The battle for your mind. How to be seen and heard in the overcrowded marketplace (MARKETING/SALES/ADV & PROMO) Paperback – 3 Jan. 2001
3. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant Hardcover – Illustrated, 20 Jan. 2015
4. Guerilla Marketing: Easy and Inexpensive Strategies for Making Big Profits from Your Small Business Paperback – 5 Jun. 2007
5. Made to Stick: Why Some Ideas Survive and Others Die Hardcover – 2 Jan. 2007

7.2. List of licensed software

- MICROSOFT Word;
- MICROSOFT PowerPoint;

- ADOBE READER;
- MICROSOFT Excel.

7.3. List of professional databases and information referral systems

- Rosstat and other official data basa

7.4. List of Internet resources (if necessary)

- Group M telegram (access to many researches)

7.5. Description of material and technical support

8. Language of instruction:

English

9. Professor (professors):

Olga Machilskaya General Manager L'Oreal Paris brand in Russia

10. Syllabus authors:

Olga Machilskaya Accomplished Marketing and Business Development Director with 20 years' experience and proven track record in multinational FMCG organizations with key expertise in long-term Business Strategy, Brand Building and New Product launch. Experience of living and working in multicultural environments.