

**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

«___» _____ 2021

COURSE SYLLABUS

Course title:

«STRATEGIC MARKETING (in English)»

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 2021

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: *obligatory*

Trimester: 2

2. Course Prerequisites

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

- Organizational behavior
- Corporate finance
- Strategic Management

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
<p>UC-5. Capable of applying modern communication technologies, including ones in a foreign language (foreign languages), for academic and professional interaction</p>	<p>UC-5.I-1. Compiles documents (letters, essays, abstracts, etc.) for academic and professional interaction in accordance with the norms of Russian and foreign languages</p>	<p>UC-5.I-1.K-1. Knows the ways of using information and communication technologies for collecting, storing, processing, presenting and transmitting information</p>
		<p>UC-5.I-1.K-1. Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language</p>



		<p>UK-5.I-1.A-2. Able to compose, edit in Russian and/or a foreign language, perform a correct translation from a foreign language into Russian and from Russian into a foreign language of various academic and professional texts</p>
	<p>UC-5.I-2. Presents the results of academic and professional activities at events of various formats, including international ones</p>	<p>UC-5.I-2.K-1. Knows the basic concepts of the organization of interpersonal interaction in the information environment</p> <p>UC-5.I-2.A-1. Able to establish and develop academic and professional contacts, including in the international environment, in accordance with the goals, objectives and conditions of activity</p>
	<p>UC-5.I-3. Participates in academic and professional discussions, including in a foreign language(s)</p>	<p>UC-5.I-3.A-1. Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction</p> <p>UC-5.I-3.A-2. Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas</p>



<p>GPC-1. Capable of solving professional tasks based on knowledge (at an advanced level) of economic, organizational and managerial theory, innovative approaches, generalization and critical analysis of management practices</p>	<p>GPC-1.I-1. Applies innovative approaches, models of economic, organizational and managerial theories to the extent necessary to solve professional tasks</p>	<p>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</p>
		<p>GPC-1.I-1.K-2. Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories</p>
		<p>GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks</p>
	<p>GPC-1.I-2. Conducts a critical analysis of management practices and applies the results of the analysis to solve professional problems</p>	<p>GPC-1.I-2.K-1. Knows modern management practices</p>
		<p>GPC-1.I-2.A-1. Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity</p>
<p>GPC-3. Capable of making sound organizational and managerial decisions independently, evaluating their operational and organizational effectiveness and social</p>	<p>GPC-3.I-1. Evaluates options for solving organizational and managerial tasks based on their operational and organizational effectiveness, as well as social significance.</p>	<p>GPC-3.I-1.K-1. Knows the basic qualitative and quantitative methods for evaluating the effectiveness and social significance of management decisions</p>

significance, ensuring their implementation in a complex (including cross-cultural) and dynamic environment		GPC-3.I-1.A-1. Able to evaluate the results of organizational and managerial decisions in terms of their social significance, as well as operational and organizational effectiveness
	GPC-3.I-2. Makes organizational and managerial decisions in a complex (including cross-cultural) and dynamic environment	GPC-3.I-2.K-1. Knows basic methods and technologies for making organizational and managerial decisions.
		GPC-3.I-2.A-1. Able to apply modern approaches, methods and technologies for managerial decision-making
GPC-4. Capable of managing project and process activities in an organization with the use of modern management practices, leadership and communication skills, identifying and evaluating new market opportunities, developing strategies for the start-up and development of innovative activities and corresponding business models of organizations	GPC-4.I-1. Organizes project and process activities with the use of modern management practices, leadership and communication skills	GPC-4.I-1.K-1. Knows approaches to organizing project and process activities, business modeling
		GPC-4.I-1.A-1. Able to manage project and process activities applying modern management practices, as well as leadership and communication skills
	GPC-4.I-2. Develops strategies for the development of innovative activities of an organization	GPC-4.I-2.K-1. Knows modern approaches to the start-up and development of innovative activities of organizations
		GPC-4.I-2.A-1. Able to identify promising areas of innovative activities and develops strategies for their development



<p>SPC-2. Capable of developing and implementing a marketing strategy and marketing programs at the level of individual organizations, network structures, regions</p>	<p>SPC-2.I-1. Formulates a marketing strategy for various levels</p>	<p>SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing</p>
		<p>SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management</p>
	<p>SPC-2.I-2. Makes necessary managerial decisions on implementation of a marketing strategy and program</p>	<p>SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program</p>
		<p>SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals</p>
<p>SPC-3. Capable of formulating goals and calculating the consequences of the implementation of marketing programs that integrate various components of commodity, price, sales and communication policy</p>	<p>SPC-3.I-1. Substantiates and proposes short-term and long-term goals of the company's marketing activities, as well as develops a comprehensive marketing program taking into account the goals set</p>	<p>SPC-3.I-1.U-1. Able to set short-term and long-term goals of the company's marketing activities</p>
		<p>SPC-3.I-1.A-2. Able to analyze the results of marketing programs in terms of achieving goals</p>
	<p>SPC-3.I-2. Comprehensively assesses the company's product, pricing, sales and</p>	<p>SPC-3.I-2.U-1. Knows the components of commodity, price, sales and communication policy</p>

	communication policies and offers options for their adjustment	SPC-3.I-2.A-2. Able to evaluate the performance indicators of commodity, price, sales and communication policy
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4. Workload of the course by types of activity

The workload of the discipline is 3 ECTS: 108 academic hours, including 52 academic hours of contact work with a professor, 54 academic hours of self-directed studies.

5. **Learning format** 'ON.ECON' electronic information environment of the Faculty of Economics of Moscow State University is used.

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				Total
Tema 1: Strategic marketing induction	12	4	4	-	8	4			
Tema 2: Role of marketing in strategic management	10	4	-	-	4	6			
Tema 3: Marketing management hierarchy	16	4	-	-	4	12			
Tema 4: Practical application of strategic marketing instruments	12	4	4	-	8	4			



Тема 5: Preparation and execution of a marketing strategy	14	4	4	-	8	6			
Тема 6: Peculiarities of strategic marketing in B2B markets and service sector	24	8	4	-	12	12			
Group project	16		-	4	4	12			
Final test			4	-	4				
Total	108	52				56			

Brief content of the course topics

Topic 1: Strategic marketing induction

Students' introduction, course expectations and briefs. Program overview, course readings. Questionnaire: what do I know about marketing? Results discussion. Understanding strategic marketing: introduction into terms and meanings. Correlation between marketing and sales. FAB theory. Marketing axioms: 4 mini-cases. Practical implementation of marketing instruments. Modern marketing trends: what is changing?

Topic 2: Role of marketing in strategic management

The role of marketing in accomplishment of company's strategic goals. Marketing interpretation and practical meaning of main strategic management categories: SWOT-analysis, Ohmae's strategic triangle, product life cycle, BCG matrix, etc. Marketing transformations. Managerial functions of marketing and main marketer's competencies. Marketing research and managerial implementation of collected data. Marketing role in management decision-making. Practical cases and examples.

Topic 3: Marketing management hierarchy

Marketing management hierarchy: what do we need middlemen for (macro- and microlevel of marketing goals implementation)? Market relations classification and practical partnership rules. Main types of middlemen and their functional role. Direct marketing. Levels of products and customers' perceptions. Benchmarking. Practical examples and cases.

Topic 4: Practical application of strategic marketing instruments



Practical application of various marketing tools in accomplishment of strategic goals. Market segmentation: reasons, types, and strategic meaning. Time segmentation. Capacity of target markets: collision between theory and practice. Budgeting of family expenditures. Strategic role the key customer. Marketing of different product types. Assortment policy. Merchandising. Product positioning and perception maps. Strategic understanding of trademarks and brands: practical examples and cases.

Topic 5: Preparation and execution of a marketing strategy

Building up and realization of a marketing strategy using marketing-mix tools in a certain surrounding. Practical links between product-, price-, distribution-, and communication policies in a concrete market surrounding.

Topic 6: Peculiarities of strategic marketing in B2B markets and service sector

Introduction into selling. What are the specific features of B2B markets? Specific features of strategic marketing in service sector. Product-service continuum. Strategic management in service business. 4 keys of service marketing. Selling and buying services, marketing consulting. Practical examples and cases.

7. Assessment tools to assess the course learning outcomes

7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
UC-5.I-1.K-1. Knows the ways of using information and communication technologies for collecting, storing, processing, presenting and transmitting information	Individual Essay
UC-5.I-1.K-1. Able to find and analyze the information necessary for the qualitative performance of academic and professional tasks and the achievement of professionally significant goals, including ones in a foreign language	Cases №1 и №2 class discussion
UK-5.I-1.A-2. Able to compose, edit in Russian and/or a foreign language, perform a correct translation	Cases №1 и №2 class discussion



from a foreign language into Russian and from Russian into a foreign language of various academic and professional texts	
UC-5.I-2.K-1. Knows the basic concepts of the organization of interpersonal interaction in the information environment	Individual Essay
UC-5.I-2.A-1. Able to establish and develop academic and professional contacts, including in the international environment, in accordance with the goals, objectives and conditions of activity	Cases №1 и №2 class discussion
UC-5.I-3.A-1. Able to perceive and analyze information in Russian and foreign languages in the process of academic and professional interaction	Cases №1 и №2 class discussion
UC-5.I-3.A-2. Able to conduct academic and professional discussions in Russian and/or a foreign language, arguing for their positions and ideas	Cases №1 и №2 class discussion
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	Individual Essay
GPC-1.I-1.K-2. Knows the boundaries of the application of innovative approaches and models of economic, organizational and managerial theories	Individual Essay
GPC-1.I-1.A-1. Able to reasonably apply theoretical models and innovative approaches to solving professional tasks	Cases №1 и №2 class discussion
GPC-1.I-2.K-1. Knows modern management practices	Individual Essay
GPC-1.I-2.A-1. Able to critically evaluate and reasonably apply the best management practices in the field of his professional activity	Cases №1 и №2 class discussion
GPC-3.I-1.K-1. Knows the basic qualitative and quantitative methods for evaluating the effectiveness and social significance of management decisions	Individual Essay
GPC-3.I-1.A-1. Able to evaluate the results of organizational and managerial decisions in terms of their social significance, as well as operational and organizational effectiveness	Cases №1 и №2 class discussion
GPC-3.I-2.K-1. Knows basic methods and technologies for making organizational and managerial	Individual Essay



decisions.	
GPC-3.I-2.A-1. Able to apply modern approaches, methods and technologies for managerial decision-making	Cases №1 и №2 class discussion
GPC-4.I-1.K-1. Knows approaches to organizing project and process activities, business modeling	Individual Essay
GPC-4.I-1.A-1. Able to manage project and process activities applying modern management practices, as well as leadership and communication skills	Cases №1 и №2 class discussion
GPC-4.I-2.K-1. Knows modern approaches to the start-up and development of innovative activities of organizations	Individual Essay
GPC-4.I-2.A-1. Able to identify promising areas of innovative activities and develops strategies for their development	Cases №1 и №2 class discussion
SPC-2.I-1.K-1. Knows concepts, terminology, theoretical aspects and modern management approaches in the field of strategic marketing	Final written test
SPC-2.I-1.A-1. Able to develop a strategy and its separate elements for implementation of marketing activities considering the specifics of the organization or the level of management	Small groups presentations
SPC-2.I-2.A-1. Able to make managerial decisions aimed at implementing a marketing strategy and program	Small groups presentations
SPC-2.I-2.A-2. Able to assess the compliance of managerial decisions with strategic marketing goals	Small groups presentations
SPC-3.I-1.U-1. Able to set short-term and long-term goals of the company's marketing activities	Small groups presentations
SPC-3.I-1.A-2. Able to analyze the results of marketing programs in terms of achieving goals	Small groups presentations
SPC-3.I-2.U-1. Knows the components of commodity, price, sales and communication policy	Final written test
SPC-3.I-2.A-2. Able to evaluate the performance indicators of commodity, price, sales and communication	Small groups presentations



policy

7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Individual Essay	30
Cases №1 и №2 class discussion	45
Small groups presentations	45
Final written test	30
Total	

7.3. 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'.

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

- *Topic 1: Strategic marketing induction*
- *Topic 2: Role of marketing in strategic management*
- *Topic 3: Marketing management hierarchy*
- *Topic 4: Practical application of strategic marketing instruments*
- *Topic 5: Preparation and execution of a marketing strategy*

- *Topic 6: Peculiarities of strategic marketing in B2B markets and service sector*

7.5. Methodological guidelines and assignment requirements:

Comment: in case student's scores obtained during the trimester are 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 he/she receives for the midterm assessment, including all the course material, not less than 85% of the score allocated to this assessment'.

8. Resources

8.1. List of main and additional literature

Main literature:

1. Beckwith H. *The Invisible Touch: The Four Keys to Modern Marketing*. Grand Central Publishing, 2001.
2. Kotler Ph., Armstrong G. *Principles of Marketing*. 17th edition. Pearson, 2017.
3. Kotler Ph., Keller K. *Marketing Management*. 14th edition. Prentice Hall, 2012.
4. Lambin J.-J., Chumpitaz R., Schuiling I. *Market-Driven Management: Strategic and Operational Marketing*. Palgrave Macmillan, 2007.
5. Moore G. *Crossing the Chasm: Marketing and Selling High-Tech Products to Mainstream Customers*. Harper Business, revised edition, 2006.
6. Ries A., Trout J. *Positioning: The Battle for Your Mind*. New York: McGraw Hill, 1981.
7. Lane R., King K. *Kleppner's Advertising Procedure*. 18th edition, Pearson, 2010.

Additional literature:

1. Aaker D.A. *Building strong brands*. London: Simon & Schuster, Free Press, 1996.
2. Gad Th. *Customer Experience Branding – Driving Engagement Through Surprise and Innovation*, Kogan Page, London, 2016.
3. Egan, J. *Relationship marketing. Exploring relational strategies in marketing*. Prentice Hall, NY, 2004
4. Kapferer J.-N. *The New Strategic Brand Management: Creating and Sustaining Brand Equity*. Kogan Page, London, 2008.
5. Malhotra N.K., Birks D.F. *Marketing Research: An Applied Approach*, Trans-Atlantic Publications, Inc. – 2008.
6. Cheverton P. *How Come Your Brand Isn't Working Hard Enough: The Essential Guide to Brand Management*. Kogan Page, London, 2002.
7. Schultz D., Tannenbaum S., Lauterborn F. *The New Marketing Paradigm. Integrating Marketing Communications*. McGraw-Hil, 1996.
8. Batey M. *Brand Meaning: Meaning, Myth and Mystique in Today's Brands*. Routledge, 2015.
9. Brennan R., Canning L., McDowell R. *Business-to-business Marketing*. Springer New York; 2014.
10. Crouch S., Housden M. *Marketing research for managers*. Routledge, 2012

11. Duncan Th. R. IMC: Using Advertising and Promotion to Build Brands. McGraw-Hill, 2002.
12. Ferrell O.C., Hartline M. Marketing strategy, text and cases. Nelson Education, 2012.
13. Hollensen S. Marketing management: A relationship approach. Pearson Education, 2015.
14. Hutchinson S. Consumer public relations. The Public Relations Handbook, 2013.
15. Kato I., Myojo T., Suzuki R. Multi-channel communication. U.S. Patent No. 6,122,295. Washington, DC: U.S. Patent and Trademark Office, 2000.
16. Linoff G.S., Berry M.J. Data mining techniques: for marketing, sales, and customer relationship management. John Wiley & Sons, 2011.
17. Lusch R.F., Vargo S.L. The service-dominant logic of marketing: Dialog, debate, and directions. Routledge, 2014.
18. O'Shaughnessy J. Competitive Marketing (RLE Marketing): A Strategic Approach. Routledge, 2014.
19. Percy L. Strategic Integrated Marketing Communication. Theory and Practice. Butterworth-Heinemann, 2008.
20. Sheth J.N., Sisodia R.S. Does marketing need reform? Fresh perspectives on the future. Routledge, 2015.
21. West D., Ford J., Ibrahim E. Strategic marketing: creating competitive advantage. Oxford University Press, 2015.
22. Wilson R.M., Gilligan C. Strategic marketing management. Routledge, 2012.

Additional Literature (articles):

1. Ayub A., Adeel R., Muhammad S.A., Hanan I. A conceptual framework on evaluating SWOT analysis as the mediator in strategic marketing planning through marketing intelligence // European Journal of Business and Social Sciences. 2013. Vol. 2. № 1. P. 91-98.
2. Babin B.J., Boles J.S., Griffin M. The Moderating Role of Service Environment on the Customer Share→ Customer Commitment Relationship. In New Meanings for Marketing in a New Millennium. Springer International Publishing, 2015. P. 266-271.
3. Ballantyne D. A relationship-mediated theory of internal marketing // European Journal of Marketing. 2003. Vol. 37. № 9. P. 1242-1260.
4. Ballantyne D., Aitken R. Branding in B2B markets: insights from the service-dominant logic of marketing. // Journal of Business & Industrial Marketing, 2007. Vol. 22. № 6. P.363-371.
5. Berger J., Sorensen A. T., Rasmussen S. J. Positive effects of negative publicity: When negative reviews increase sales // Marketing Science. 2010, Vol.29. №5. P.815-827.
6. Berthon P.R., Pitt L.F., Plangger K., Shapiro D. Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy // Business horizons. 2012. Vol. 55. № 3. P.261-271.
7. Bitner M.J. Servicecapes: The impact of physical surrounding on customer and employees // Journal of Marketing. 1992. P.57-71.
8. Brandenburger A.M., Nalebuff B.J. The right game: Use game theory to shape strategy // Harvard business review. 1995. Vol.73. № 4. P.57-71.

9. Da Silveira C., Lages C., Simões C. Reconceptualizing brand identity in a dynamic environment // *Journal of Business Research*. 2013. Vol. 66. № 1. P. 28-36.
10. Dominici G. From marketing mix to e-marketing mix: a literature overview and classification // *International Journal of Business and Management*. 2009. Vol.4. №9. P.17-24.
11. Donoghue S. Projective techniques in consumer research // *Journal of Family Ecology and Consumer Sciences*. 2000. Vol 28. P.47-53.
12. Eid R., Trueman M., Moneim Ahmed A. A cross-industry review of B2B critical success factors // *Internet research*.2002. Vol. 12. № 2. P.110-123.
13. Elkington J. Towards the sustainable corporation: Win-win-win business strategies for sustainable development // *California management review*, 1994. Vol.36. № 2. P. 90-100.
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15. Gadde L. E. Distribution network dynamics and the consequences for intermediaries // *Industrial Marketing Management*. 2014. Vol. 43. № 4. P. 622-629.
16. Grundén K, Lagrosen S. Social Media Marketing - A Win-win Situation? // *Proceedings of European Conference on Social Media*, 2014. P. 201-207.
17. Gummesson E., Grönroos C. The emergence of the new service marketing: Nordic School perspectives // *Journal of Service Management*. 2012. Vol. 23. № 4. P. 479-497.
18. Hassan S.S., Craft S. Examining world market segmentation and brand positioning strategies // *Journal of Consumer marketing*. 2012. Vol. 29. №. 5. P. 344-356.
19. Holbrook M. B., Hirschman E. C. The experiential aspects of consumption: Consumer fantasies, feelings, and fun // *Journal of consumer research*. 1982. Vol. 9. № 2. P. 132-140.
20. Holliman G., Rowley J. Business to business digital content marketing: marketers' perceptions of best practice // *Journal of research in interactive marketing*. 2014. Vol. 8. № 4. P. 269-293.
21. Holm O. Integrated marketing communication: from tactics to strategy // *Corporate Communications: An International Journal*, 2006
22. Hoppner J.J., Griffith D.A. Looking back to move forward: a review of the evolution of research in international marketing channels // *Journal of Retailing*. 2015. Vol. 91. №4. P. 610-626.
23. Hutton J. G. Defining the relationship between public relations and marketing: Public relations' most important challenge // *Handbook of public relations*, 2001. P. 205-214.
24. Lages C.R., Simões C.M., Fisk R.P., Kunz W.H. Knowledge dissemination in the global service marketing community // *Managing Service Quality: An International Journal*. 2013. Vol. 23. № 4. P. 272-290.
25. Lauterborn R. New Marketing Litany: 4 Ps Passé. C Words Take Over. // *Advertising Age*, October 1990.
26. Kim J., Kim J.-E., Marshall R. Are two arguments always better than one?: Persuasion knowledge moderating the effect of integrated marketing communications // *European Journal of Marketing*. 2016. Vol. 50. №7/8. P. 1399 – 1425.
27. Kitchen P. J., Papasolomou I. Marketing public relations // *Marketing communications: Principles and practice*, 1999. P. 340-360.

28. Lenz R., Hahn U. A synthesis of empirical internal audit effectiveness literature pointing to new research opportunities // *Managerial Auditing Journal*. 2015. Vol. 30. № 1. P. 5-33.
29. Mari M., Poggesi S. Servicescape cues and customer behavior: a systematic literature review and research agenda // *The Service Industries Journal*. 2013 Vol. 33. № 2. P. 171-199.
30. Mohr J.J., Sarin S. Drucker's insights on market orientation and innovation: implications for emerging areas in high-technology marketing // *Journal of the Academy of Marketing Science*. 2009. Vol. 37. P.:85-96.
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33. O'Cass A., Ngo L.V., Siahtiri V. Marketing resource-capability complementarity and firm performance in B2B firms // *Journal of Business & Industrial Marketing*. 2015. Vol. 30. № 2. P. 194-207.
34. Ohmae K. The „Strategic Triangle “and Business Unit Strategy // *McKinsey Quarterly*. 1983. Winter. P. 9-24.
35. Papasolomou I., Thrassou A., Vrontis D., Sabova M. Marketing public relations: A consumer-focused strategic perspective // *Journal of Customer Behaviour*. 2014. Vol. 13. № 1. P. 5-24.
36. Paswan A.K., Guzman F., Blankson C. Business to business governance structure and marketing strategy // *Industrial Marketing Management*. 2012. Vol. 41. № 6. P. 908-918.
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40. Reis R., Oates C., McGuinness M., Elliott D. Developing relationships through direct marketing in a business-to-business context: The training sector in Portugal // *International Journal of Engineering and Industrial Management*. 2015. Vol. 20. № 2. P. 47-59.
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42. Schlegelmilch B. B. *Segmenting Targeting and Positioning in Global Markets // Global Marketing Strategy*. – Springer International Publishing, 2016. – C. 63-82.
43. Sheth J.N., Parvatiyar A., Sinha M. The conceptual foundations of relationship marketing: Review and synthesis. *Journal of Economic Sociology=Ekonomicheskaya sotsiologiya*, 2015. Vol. 16. № 2. P. 119-149.
44. Sheth J. N., Usley C. Implications of the revised definition of marketing: from exchange to value creation // *Journal of Public Policy & Marketing*. 2007. Vol. 26. №. 2. P. 302-307.

45. Singh J., P. Kalafatis S., Ledden L. Consumer perceptions of cobrands: The role of brand positioning strategies // *Marketing Intelligence & Planning*. 2014. Vol. 32. № 2. P. 145-159.
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8.2. List of licensed software

Package of Software ‘Microsoft Office’

8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU;

8.4. List of Internet resources (if necessary)

8.5. Description of material and technical support

For the appropriate organization of classes the following equipment is needed: microphone, projector, flip chart, markers, Internet access, etc.

9. Language of instruction: English

10. Professor (professors): Alexander N. Oleynik

11. Syllabus authors: Alexander N. Oleynik