

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

Syllabus
of the academic discipline
"MARKETING MANAGEMENT"
for students of speciality
8.18010016 "Business Administration"
of all forms of study

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A thematic plan of the academic discipline with its content by themes is presented. Plans of lectures and seminars (practical studies), material to consolidate knowledge (questions for independent training, questions for self-check), the order of assessing students' knowledge, a recommended bibliography are given.

Recommended for students of speciality 8.18010016 "Business Administration".

Наведено тематичний план навчальної дисципліни та її зміст за темами. Подано плани лекцій і семінарських (практичних) занять, матеріал щодо закріплення знань (питання для самостійного опрацювання, питання для самоконтролю), порядок оцінювання знань студентів, перелік рекомендованої літератури.

Рекомендовано для студентів спеціальності 8.18010016 "Бізнес-адміністрування".

Introduction

During the last two decades marketing has occupied an increasingly important place in the management of both Ukrainian and foreign companies. Today, every company, even non-commercial organizations can not be effective without meeting customer needs, rapid response to changes in the marketing environment, development and implementation of a proper competitive strategy. At the same time, increased competition, customers' "addiction" to traditional methods of influence, increasing demands for quality, service, availability, products, development of production, communication, management technologies require a marketing manager with in-depth knowledge and practical skills of design, implementation and control of marketing programs of the enterprise. Thus, the future manager has to fully assimilate knowledge, skills and abilities in order to manage the marketing activity of the enterprise.

The purpose of the academic discipline "Marketing Management" is formation of theoretical knowledge and practical skills in order to manage the marketing activity of the enterprise.

In order to achieve the above-mentioned purpose, the following ***main tasks*** are set:

definition of the academic discipline subject, of the marketing management concept, of the enterprise marketing management tasks, interpretation of the contents of the marketing management stages;

interpretation and mastering the skills of implementation of the marketing management functions (market analysis, planning, organization, motivation, implementation of the developed plans, as well as control and analysis);

mastering the skills of using marketing management tools, i.e. development and implementation of product, pricing, communication and distribution policies.

The subject of the academic discipline "Marketing Management" is the system of management relations in marketing departments and their relations with other units of the enterprise.

The structure of the academic discipline "Marketing Management" is given in Table 1.

Table 1

The structure of the academic discipline "Marketing Management"

The academic discipline: Master's degree training	Subject area, training direction, educational qualification	Characteristics of the academic discipline
The number of credits corresponding to ECTS is 5, including: contents modules (2); independent work	Subject area: 1801 "Specific categories"	Compulsory. Academic year: 1. Semester: 1 (9)
Hours for topics: total make 180; By modules: Module 1 makes 58 hours; Module 2 makes 122 hours	Code and name of the speciality: 8.18010016 "Business Administration"	Lectures (theoretical training) make 16 hours. Practical studies (seminars) makes 18 hours. Exam makes 3 hours. Independent work makes 143 hours
Weeks of teaching of the academic discipline: 17. Hours per week: 2	Educational al qualification: Master	Assessment: exam

1. Qualification requirements for students

Before starting to study the academic discipline "Marketing Management", the student must have taken all the general scientific, humanitarian and special subjects for the educational level "Bachelor", in particular, "Probability Theory and Mathematical Statistics", "Management", "Marketing", "Economics", "Enterprise Finance".

During training, students receive the necessary knowledge at lectures and performing practical tasks. Also, self-study is of great importance in the process of knowledge consolidation. These kinds of activities are developed in accordance with the credit-modular system of training.

As a result of the study, the student should master the following competencies (Table 2).

Table 2

**Professional competencies on the academic discipline
"Marketing Management"**

Functions	Types of professional tasks	Professional competencies required to complete the task. Education level – Master
1	2	3
1. Planning	1.1. Development of marketing strategy of the enterprise	<p>1.1.1. The ability to articulate the mission and vision of the company based on the interests of major stakeholders.</p> <p>1.1.2. The ability to build "the objectives tree" based on the mission and vision of the company.</p> <p>1.1.3. The ability to formulate marketing strategy for the company based on the analysis of internal and external environment of the enterprise, SWOT-analysis, mission and vision.</p> <p>1.1.4. The ability to develop based on the portfolio analysis competitive strategy of the enterprise</p>
	1.2. Selection of target markets	<p>1.2.1. The ability to assess the attractiveness of separate segments based on the segmentation of the market.</p> <p>1.2.2. The ability to choose a strategy of market penetration depending on the level of attractiveness of separate market segments and business opportunities.</p> <p>1.2.3. The ability to select target market segments depending on the level of attractiveness of individual market segments and the targeting strategy of market penetration</p>
	1.3. Development of tactical marketing plans of the enterprise	<p>1.3.1. The ability to produce tactical marketing purposes based on the marketing strategy of the enterprise, current analysis of internal and external environment of enterprises.</p> <p>1.3.2. The ability to develop tactical marketing plans for the company based on the tactical objectives.</p> <p>1.3.3. The ability to develop the enterprise marketing budget based on the tactical marketing plans</p>
	1.4. Planning of introduction of new products in the market and withdrawal of the obsolete products	<p>1.4.1. The ability to develop a plan to market the new products of the company.</p> <p>1.4.2. The ability to take just decisions and to develop a plan of withdrawal of obsolete products</p>

Continuation of Table 2

1	2	3
2. Organizational	2.1. Organization of marketing activities at the enterprise	<p>2.1.1. The ability to build a marketing-oriented organization structure based on the marketing strategy of the enterprise.</p> <p>2.1.2. The ability to build the organizational structure of the enterprise marketing service based on the marketing strategy of the enterprise.</p> <p>2.1.3. The ability to effectively allocate functions within the company marketing services using the principles and methods of work.</p> <p>2.1.4. The ability to develop requirements for a marketing information system</p>
3. Motivational	3.1. Development of an effective system of remuneration of the marketing department personnel	3.1.1. The ability to develop an effective system of remuneration of the marketing department personnel that makes it possible to link the level of remuneration with the work results taking into account the individual needs of employees and enterprise capabilities
4. Controlling	4.1. Monitoring results of marketing activities	<p>4.1.1. The ability to define targets, including non-financial, to be monitored based on the marketing strategy and tactical marketing plans of companies.</p> <p>4.1.2. The ability to plan corrective action based on the analysis of marketing activity.</p> <p>4.1.3. The ability to evaluate the results of managerial decisions using the control method</p>
	4.2. Audit of marketing activities	4.2.1. The ability to organize and conduct internal and external audits of marketing activities
5. Marketing	5.1. Development and implementation of the commodity policy of products/services of the enterprise	<p>5.1.1. The ability to identify consumer features of company products that are necessary in order to meet customer needs.</p> <p>5.1.2. The ability to form the range and variety of products</p>
	5.2. Development and implementation of the pricing policy of products/services of the enterprise	<p>5.2.1. The ability to choose the method of pricing for products based on the marketing strategies of the company.</p> <p>5.2.2. The ability to make decisions on the use of certain types of discounts on the company products based on the marketing strategy of the company and taking into account market conditions.</p> <p>5.2.3. The ability to make operational decisions to change prices of products on the basis of changes in the market conditions, data on price elasticity of demand</p>

Continuation of Table 2

1	2	3
	5.3. Development and implementation of the promotion policy of products/services of the enterprise	5.3.1. The ability to develop a system of external communications of the company based on the marketing strategy of the company. 5.3.2. The ability to develop and implement advertising campaigns of the company. 5.3.3. The ability to organize personal sales activities of the company products. 5.3.4. The ability to develop measures to create demand and sales promotion and recommendations for their implementation
	5.4. Development and implementation of the distribution policy of products/services of the enterprise	5.4.1. The ability to form channels of product distribution according to the marketing strategy of the company. 5.4.2. The ability to make decisions regarding the management of the enterprise distribution channels, including the selection of intermediaries, the motivation of the distribution channel evaluation and control of channel members and resolve conflicts
6. Information-analytical (diagnostic)	6.1. A systematic analysis of the internal environment of the enterprise	6.1.1. The ability to organize the internal environment monitoring system. 6.1.2. The ability to identify and analyze the internal environment factors that have a significant impact on company financial performance
	6.2. The SWOT-analysis	6.2.1. The ability to carry out the SWOT-analysis based on the analysis of the external and internal environment
	6.3. Analysis of the marketing potential of the company	6.3.1. The ability to measure and analyse the components of the company marketing potential
	6.4. Portfolio analysis	6.4.1. The ability to perform portfolio analysis with the help of special tools
	6.5. Analysis of the enterprise marketing activity	6.5.1. The ability to measure actual values of indicators that reflect the results of the company marketing activities. 6.5.2. The ability to compare the planned and actual performance results of the company marketing activities. 6.5.3. The ability to analyse deviation of the actual performance from targets, establish the reasons for such deviations

Table 2 (the end)

1	2	3
7. Investigative	7.1. Systematic analysis of macro-environment of the company	7.1.1. The ability to organize a system of monitoring the macro-environment in order to determine the strategic direction of the company. 7.1.2. The ability to establish systematic collection, storage and processing of data about the macro-environment of the enterprise. 7.1.3. The ability to identify and analyze the factors, which have a material effect on its financial performance of the macro-environment of the enterprise
	7.2. Market research of the company product	7.2.1. The ability to establish systematic collection, storage and processing of data about the state of the enterprise market. 7.2.2. The ability to investigate the situation in the enterprise market and the change in its trends. 7.2.3. The ability to conduct segmentation of the sales market of the company products. 7.2.4. The ability to investigate the needs and behavior of actual and potential customers of the enterprise. 7.2.5. The ability to explore the existing and potential competitors of the enterprise

Table 3

Relevant competences, knowledge and skills to be gained on mastering the academic discipline "Marketing Management"

Knowledge	Skills	Communication	Autonomy and responsibility
1	2	3	4
The definition, tasks and content of marketing management, its trends and evolution of marketing management in Ukraine	The ability to understand the content, functions, principles of marketing management as well as its place in the company management	The ability to present marketing tasks and spread marketing thinking all over the company	Development of marketing management tasks for the company

Continuation of Table 3

1	2	3	4
Principles, functions and procedures of organizing the marketing activity of a company	The ability to organize the management of the marketing activity, synchronize the activities of the subsystem components of marketing, and marketing of the subsystem with the other subsystems of an organization to maintain them in the state of dynamic development	Setting internal and external communications of the marketing department; communicating with heads of other departments while developing and distributing the set of marketing functions of a company	Organisation of the company marketing activity
Types, main features, advantages and disadvantages of marketing organizational structures	The ability to develop organizational structures and effective marketing mechanisms of vertical and horizontal coordination of structural units of the organization. The ability to efficiently allocate functions within the marketing service company	Coordinating the activity of marketing department employees	Development and implementation of the organizational structure of the marketing department
The composition and features of factors of the company environment; methods of marketing research	The ability to carry out a systematic analysis of the macro-and micro-organization, monitoring key competitors in the market, including on the world market, the ability to use the results of the analysis for the development of marketing plans	Setting tasks for marketing researchers (including external agencies), coordinating their activity	A systematic analysis of the company environment and developing recommendations by its results

Table 3 (the end)

1	2	3	4
The essence and principles of formulating the mission and goals of the organization; the essence, purpose and types of the company strategy	The ability to formulate the mission and goals of the organization on the basis of systematic analysis of potential environmental factors. The ability to develop strategic alternatives or organizational systems that ensure a high level of balance components based on the accepted risk level	Communicating with stakeholders, top management and heads of other departments while developing the company strategy	Development of strategic alternatives
The purpose and procedure of the marketing strategic planning	The ability to choose the optimal strategy of competitive behavior, basing on the relevant situational factors	Communicating with stakeholders, top management and heads of other departments while choosing the company strategy	Marketing strategy development
The essence, principles and procedure of the marketing tactical planning and budgeting; methods of the marketing budgeting	The ability to set tactical marketing goals, develop tactical marketing plans, the ability to develop the marketing budget of an enterprise	Communicating with the company top management and other departments in order to set marketing tactical goals and to develop budgets	Developing marketing goals and initiatives to reach such goals; developing marketing budgets
The essence, principles, methods and procedure of the analysis, control and audit of the marketing activity	The ability to set parameters of the marketing activity under the control, to calculate the actual values of parameters and compare them, to plan, develop corrective measures. The ability to organize and carry out an audit of the marketing activities	Collecting the information on the different aspects of the marketing and sales activity of the company	Organizing and conducting the marketing analysis, control and audit

2. The thematic plan of the academic discipline

From the very beginning of studying the discipline, each student should be familiarized with the program as a form of the academic discipline and training, and with its structure, content and scope of each of the training modules, as well as all kinds of monitoring and evaluation methods.

The educational process in accordance with the syllabus of the academic discipline is carried out in the following forms: lectures and practical classes, students' independent study, control measures.

Students learn the academic discipline through consistent and thorough elaboration of the training modules. A training module is a separate unit of the academic discipline, which logically combines several elements of the academic discipline in terms of content and relationships.

The thematic plan of the academic discipline "Marketing Management" consists of two modules. The structure of the test credit of the academic discipline is given in Table 4.

Table 4

The structure of test credit of the academic discipline

№	Theme	Number of training hours for			
		Lectures	Practical tasks	Seminars	Individual study
1	2	3	4	5	6
Module 1. "Theoretical foundations and organization of marketing management" (6 weeks)					
1	The concept of marketing management	2		2	12
2	The process of marketing management	1		2	10
3	Organization of marketing management	1	2		10
4	Creation of marketing organizational structures	2			14
	Total	6	2	4	46
Module 2. "Planning and control of marketing management" (11 weeks)					
5	Nature and structure of marketing planning	2	2		20
6	Marketing strategies	2	2		12
7	Marketing strategic planning	1	2		14
8	Marketing programs	1			6

Table 4 (the end)

1	2	3	4	5	6
9	Tactical marketing planning	2	2		12
10	Monitoring and analysis of marketing activity	2	4		17
	Total	10	12	0	81
Preparation for the exam					16
Exam					3
Total		16	14	4	146

3. The contents of the academic discipline according to modules and themes

Module 1. Theoretical foundations and organization of marketing management

Topic 1. The concept of marketing management

The essence of marketing management. The task of marketing management. The main functions of marketing management. Place of marketing management in the overall management system of the enterprise. The instruments of marketing management. The object and purpose of the academic discipline. Connection with other disciplines. Key management concepts and requirements for marketing as one of the important aspects of management. The current level of marketing in the global market economy. The evolution of domestic marketing.

Topic 2. The process of marketing management

The concept of the process and the business process. Marketing activities of the enterprise as a process. Relationship between processes of marketing management and processes of management of the enterprise. Content and steps of marketing management process: analysis of market opportunities, selecting target markets, developing marketing strategy, marketing mix development, implementation of marketing mix, monitoring and analysis of the implementation process. The principles of the marketing management process in the company.

Topic 3. Organization of marketing management

The role of the marketing function in the company. The evolution of the role of marketing. Managing marketing services by a director, his role at different stages of development of the enterprise. Interaction of the marketing subsystem with other subsystems of the enterprise. The task of marketing activities in the company. Stages of marketing management.

Topic 4. Creating marketing organizational structures

The overall approach to the management structure and the place of marketing in this structure. Selecting the type of the organizational structure of marketing. Logics of development of a marketing organizational structure. The main stages of the marketing structure. Development of the "Regulations on the marketing department." Requirements for the organization of the marketing staff. The structure of marketing-oriented organization.

Module 2. Planning and control in marketing management

Topic 5. The nature and structure of marketing planning

The essence of marketing planning. Planning marketing activities. Organization of marketing planning. Principles of planning. Types of marketing plans, basic requirements for marketing plans. The structure of the marketing plan of the enterprise.

Topic 6. Marketing Strategies

The concept of the marketing strategy. Types of marketing strategies. Marketing strategies at the corporate level, the level of business units, products. The portfolio strategy. Competitive strategies. Growth strategies. Functional strategies. The segmentation strategy. Strategies for positioning. Strategies of the marketing mix. Basic models of marketing strategies development.

Topic 7. Marketing Strategic Planning

The essence of the strategic marketing planning. The task of the strategic marketing planning. Evolution of the role of strategic planning at the enterprise. The stages of the strategic marketing planning. The essence of competitiveness of the enterprise, the factors that determine its level. The effect of the marketing strategy on its competitiveness.

Topic 8. Marketing Programs

The concept of the enterprise marketing program. Purposes of marketing program. Principles of marketing programs development. Stages of marketing programs. The composition of the marketing program of an enterprises. Managing product lines, brands, packaging. Methods of planning a new product. The brand, its nature and species. Major management decisions to develop the brand. Management and development of pricing programs. Components of price control process. The algorithm of calculating the market price. The criteria used in pricing. Methods of pricing. Management of marketing channels. Managing marketing communications. The integrated communication concept of entrepreneurship, integrated forms of communication processes. The development of the general budget of promotions, the development of the marketing communications plan.

Topic 9. Tactical marketing planning

The concept and objectives of tactical marketing. Formation of marketing tactics. Composition of the tactical marketing plan. Marketing budget, methods of budgeting. A business plan. The place of the marketing plan in the business plan of the company.

Topic 10. Monitoring and analysis of the marketing activity

Control as a means of increasing productivity and effectiveness of marketing activities. The essence of the marketing control. Types and methods of the marketing control. The process of the marketing control. The analysis of marketing activities. Marketing audit.

4. Plans of lectures

Module 1. Theoretical basics and organization of marketing management

Topic 1. The concept of marketing management

1.1. The essence, the purpose and objectives of marketing management.

1.2. The evolution of concepts of marketing management.

1.3. Modern trends in marketing management.

Bibliography: main [3; 5; 6; 9]; additional [11; 16; 17; 25].

Topic 2. The process of marketing management

2.1. The marketing activity of the enterprise as a process.

2.2. The stages of the process of marketing management.

2.3. Principles of organization of marketing management in the company.

Bibliography: main [3; 5; 8; 9]; additional [15; 22; 27].

Topic 3. Organization of marketing management

3.1. The evolution of the role of the company marketing function.

3.2. The essence and objectives of the company marketing management.

3.3. Stages in organizing marketing management.

Bibliography: main [2; 3; 5; 9]; additional [12; 14; 17; 19].

Topic 4. The development of marketing organizational structures

4.1. The concept and types of organizational structures of the marketing function.

4.2. Principles and logic of formation of the company marketing structure.

4.3. The organizational structure of a marketing-oriented enterprise.

Bibliography: main [2; 3; 5; 9]; additional [12; 14; 17; 19].

Module 2. Planning and control in marketing management

Topic 5. The essence and structure of marketing planning

5.1. The essence, objectives and principles of marketing planning.

5.2. Types of marketing plans.

5.3. The structure of the marketing plan of the enterprise.

Bibliography: main [3; 5; 8; 9]; additional [12; 15; 17; 19; 25].

Topic 6. Marketing strategies

6.1. The concept of the marketing strategy of the company and types of strategies.

6.2. Corporate and business strategy.

6.3. Functional strategies in marketing.

Bibliography: main [1; 3; 7; 9]; additional [10; 16; 22; 27; 28].

Topic 7. Marketing strategic planning

7.1. The essence, objectives and requirements for marketing strategic planning.

7.2. The stages of the strategic marketing planning process.

7.3. The role of marketing strategic planning in ensuring competitiveness of enterprises.

Bibliography: main [1; 3; 9]; additional [10; 16; 22; 27; 28].

Topic 8. Marketing programs

8.1. The essence and purpose of marketing programs.

8.2. Classification of marketing programs.

8.3. The structure and procedure of drafting a marketing program of business.

Bibliography: main [3; 5; 9]; additional [13; 17; 22; 23; 25].

Topic 9. Tactical marketing planning

9.1. The purpose and content of tactical marketing plans of the company.

9.2. Marketing budget.

9.3. The place of the marketing plan in the company business plan.

Bibliography: main [3; 5; 8; 9]; additional [12; 15; 17; 19; 25].

Topic 10. Control and analysis of marketing activities

10.1. The essence and types of control of marketing activities.

10.2. The process of the company marketing control.

10.3. Marketing audit.

Bibliography: main [3; 5; 8; 9] additional [12;16; 17; 22 – 24].

5. Plans of seminars and practical studies

A practical study is a form of instruction, in which the teacher organizes a detailed study of certain theoretical principles of the academic discipline, forming competencies and skills of its practical application through individual performance of various tasks. Conducting of practical lessons bases on the previously prepared methodological materials – a set of tasks of different complexity to be solved by students in class.

A practical class includes a preliminary control of knowledge and skills of students, formulation of the general problem by the teacher and discussing it in collaboration with students; solving tasks with further discussion, solving control tasks, checking and evaluation.

Seminars are a form of instruction in which the teacher organizes a discussion around certain predefined topics in which students prepare theses. At each seminar, the teacher evaluates the prepared abstracts of their presentations, active discussion, and the ability to formulate and defend their position. The total score for each seminar is entered in the appropriate log. These results are taken into account in the final evaluation of the students' knowledge of the academic discipline.

Module 1. Theoretical foundations and organization of marketing management

1. A seminar on the topic: "The Concept of marketing management" (2 hrs.)

Issues for discussion:

1. The evolution of marketing concepts.
2. Peculiarities of marketing management in Ukraine.
3. Modern changes in business and marketing.

Bibliography: main [3; 5; 6; 9]; additional [11; 16; 17; 25].

2. A seminar on the topic: "Marketing management process" (2 hrs.)

Issues for discussion:

1. Information support of marketing management.
2. Ratio of analytical and creative components in managing the marketing activities of the company.

Bibliography: main [3; 5; 8; 9]; additional [15; 22; 27].

3. Practical training on topics "Organization of marketing management" and "Creating marketing organizational structures" (2 hrs.)

Solving practical tasks:

1. Development of organizational structure of marketing.
2. Development of provisions for the marketing department.

Bibliography: main [2; 3; 5; 9]; additional [12; 14; 17; 19; 39].

Module 2. Planning and control in marketing management

4. Practical training on the topic "The essence and structure of marketing planning" (2 hrs.)

Solving practical tasks of setting strategic goals of marketing and marketing research.

Bibliography: main [3; 5; 8; 9]; additional [12; 15; 17; 19; 25].

5. Practical training on the topic "Marketing strategies" (2 hrs.)

Solving practical tasks on the development of the portfolio strategy for an enterprise.

Bibliography: main [1; 3; 7; 9]; additional [10; 16; 22; 27; 28; 39].

6. Practical training on the topic "Strategic marketing planning" (1 hr.)

Solving practical tasks on the development of the marketing strategy for an enterprise.

Bibliography: main [1; 3; 7; 9]; additional [10; 16; 22; 24; 27; 28; 37; 40].

7. Practical training on the topic "Marketing program" (1 hr.)

Solving practical tasks of the development of the marketing program for an enterprise.

Bibliography: main [3; 5; 9]; additional [13; 17; 22; 23; 25; 39].

8. Practical training on the topic "Tactical marketing planning" (2 hrs.)

Solving practical tasks:

1. Determining the level of flexibility of demand.
2. Decision-making within the commercial policy of the enterprise.
3. Development of the marketing budget.

Bibliography: main [3; 5; 8; 9]; additional [12; 15; 17; 19; 25].

9. Practical training on the topic "Control and analysis of the marketing activity" (4 hrs.)

Solving practical tasks:

1. Calculation of the market share of product brands.
2. Analysis of the profitability of the company.
3. Assessing the effectiveness measures for promoting products.

Bibliography: main [3; 5; 8; 9] additional [12; 16; 17; 22 – 24].

6. Independent training

An essential element of successful mastering the material of the academic discipline is the independent work of students based on studying domestic and foreign special economic literature and statistical data.

The main types of independent work suggested for students are:

1. Learning the lecture material.
2. Research on the recommended literature.
3. Study of the key terms and concepts on the topics of academic discipline.
4. Preparation for practical classes (seminars), discussions, work in small groups, testing.
5. Testing each student's individual knowledge via questions for self-check.

A checklist for self-elaboration

1. Introduction of the tasks of marketing management, connections between marketing and management at the level of the enterprise management.
2. Development of the "Regulations on the marketing department." Interconnection between the marketing functions and corporate management.
3. Principles of marketing management. Fundamentals of development and the mechanism of the use of marketing management principles.
4. Principles of creating a corporate model of strategic planning. Models of strategic decision-making.
5. Examining the relationship between business objectives and marketing objectives.
6. Factors and structure of the marketing potential of an enterprise.
7. The influence of marketing on the corporate strategy of the enterprise
8. The variety of types of businesses and peculiarities of their behavior in the marketing environment;
9. Areas of application and tendencies of rationalizing different types of marketing organizational structures.
10. Industrial and marketing orientation of enterprises as the types of organizational cultures.

11. Contents of marketing tasks in the "non-marketing" functional divisions.
12. The system of marketing management at the enterprise.
13. The system of feedback in marketing management.
14. The model of the control process.
15. The purpose and components of the marketing audit.
16. The report of the Head of Marketing department and of the inspectors of marketing activities.
17. The sources of control information.
18. The role and place of the marketing mix in the structure of the commercial policy of the enterprise.
19. Factors that determine the continuity and adaptability of the commercial policy of the enterprise.
20. Types of the product policy of the company.
21. Procedures of formation of the goods assortment.
22. The relationship between the product development programs and other marketing programs.
23. The theory of cycles in forecasting prices.
24. The causes of price distortions in Ukraine.
25. The patterns of interaction between demand, supply and market prices.
26. The dependence of the level of prices on product positioning by consumers.
27. The structure of pricing policy tasks.
28. Types of alternative distribution systems.
29. The decisions that retailers make.
30. Forms of vertical marketing systems.
31. The motivation of members of the distribution channel.
32. The process and objectives of the product distribution.
33. Types of communication strategies for impact on intermediary.
34. Indicators of evaluation and control of product distribution.
35. The "sales and distribution" program structure.
36. Developing a set of marketing communications.
37. Methods for calculating the advertising budget.
38. The motives used in the development of advertising messages.
39. The purpose and actions of public relations.
40. The process of forming a brand.

41. Integrated marketing communication in the points of sale.
42. The essence and the principles of merchandising.

7. Questions for self-check

1. What is marketing, in your opinion? Provide its definition as a) a business philosophy, and b) a process or method of steps.
2. Discover the nature and specifics of marketing management as a distinct field of management.
3. What are the purpose and objectives of marketing management?
4. Show the relationship of the tasks of marketing management and the general management functions.
5. Compare the basic concepts of marketing management. Give examples of companies that, in your opinion, follow some concept.
6. What are the main challenges of our time, to which it is necessary to react in the management of the enterprise marketing activities. Which ones are the most inherent in domestic enterprises?
7. Explain the marketing management position in the overall management of the enterprise.
8. What factors inhibit the use of progressive methods and tools of marketing management in Ukraine?
9. Describe the marketing activities of the company as a process; specify the conditions for its effective implementation.
10. Explain the contents of the process of marketing management at the enterprise. Describe the stages of the marketing management process.
11. Name and describe the areas where the company can identify new opportunities.
12. Point out the principles of organization of marketing management.
13. What are the most critical errors in the management of marketing activities of the enterprise? Which ones do you think are within the competence of: top-management of the company; Marketing Director (Head of marketing department); Marketing specialist?
14. Highlight the place of marketing departments in the structure of management. What factors and how do they depend on?
15. What are the nature and objectives of the organization of marketing activities in the company?

16. Describe the general requirements for the organization of managing marketing activities .

17. What is the basis and the essence of the designing of work in the process of organization of marketing activities in the company?

18. Describe the stages of the evolution of the execution of marketing functions at an individual enterprise.

19. Select and describe the stages of the organization of managing marketing activities in the company.

20. What is the right way to make a reasonable choice of the type of organizational structure of marketing? Describe the different types of organizational structures of marketing service; highlight the advantages and disadvantages of certain types.

21. What are the principles of construction of the marketing structure of a company?

22. Highlight and describe the main stages of formation of the marketing structure of the enterprise.

23. What are the features of creating a marketing department for small and medium-sized enterprises?

24. What are the signs of the organizational structure of the company, which is focused on marketing? What will it take to create such a company?

25. Explain the essence and purpose of marketing planning and plans of marketing activity.

26. Define the task of marketing planning at the enterprise.

27. What are the principles of marketing planning?

28. Give the classification of enterprise marketing plans.

29. Give a typical structure of a marketing business plan and explain the content of each chapter.

30. Provide requirements for formulating marketing business objectives and define the main areas of setting them.

31. What are the key factors of the economic situation that should be considered when planning marketing management?

32. Explain the concept of marketing strategy.

33. Give the classification of marketing strategies at the corporate, business and functional levels.

34. What is the purpose of portfolio strategies? Describe the basic models of portfolio analysis; identify their features, advantages and disadvantages.

35. Provide a description of the different growth strategies. Give examples of well-known to you enterprises of various growth strategies.
36. Describe the basic competitive strategies and explain why M. Porter insists on the inexpediency of their combined use?
37. What is meant by functional marketing strategies? Is it the same as the functional strategy in strategic management?
38. What is segmentation strategy? Shall the company use such a strategy?
39. What are the most common signs of market segmentation? Provide examples where the use of one or another sign would be appropriate.
40. What characteristics should an attractive market segment have?
41. Identify and describe the nature of the stages of market positioning of goods.
42. What is the essence of strategic marketing planning and its role in the development of the business strategy?
43. What are the objectives of the strategic marketing planning and requirements for marketing strategies?
44. Provide an interconnection scheme and provide characteristic stages of the strategic marketing planning.
45. Describe the methods for analyzing the macro-environment of the company.
46. What forces affect the intensity of competition in accordance with the model of M. Porter's Five Forces? In what way do they manifest themselves and what determines the impact of each of these forces?
47. What is the mission of the company and how is it formulated? Is drawing up the mission a necessity or just a fashion?
48. What is the nature of the competitiveness of enterprises, and how does marketing strategy affect its formation and development?
49. Expand the essence and key features of the marketing program. In what way does it differ from the strategic and tactical marketing plan?
50. What are the key parameters of marketing programs? Which of them do you think is most important? Why?
51. Describe the relationship between the key parameters of marketing programs.
52. Give the classification of enterprise marketing programs.
53. Give a typical structure of a marketing program.
54. Describe the procedure of drawing up a marketing program.

55. Explain the essence of tactical marketing planning and describe its difference from strategic planning.
56. What is marketing budget? What role does it play in the management of the enterprise marketing activities?
57. Describe the methods of drawing up the marketing budget.
58. Explain the nature and content of a business plan.
59. Describe the place of the marketing plan in the business plan of the enterprise.
60. Explain the importance of control in managing marketing activities of the enterprise.
61. Give the classification of control of marketing activities.
62. How are the processes of planning and control of marketing of the company connected?
63. Describe the procedure of control of marketing activities.
64. How can the feasibility of the planned figures be assessed in the process of marketing control?
65. How often, in your opinion, is it advisable to carry out strategic marketing control?
66. Expand the essence and purpose of the marketing audit.
67. What questions does the marketing audit cover?

8. Individual and consulting work

Individual and consulting work is advisory work that takes the form of: individual lessons, consultations, checking of individual tasks, self-preparation for current control.

Individual and advisory work covers:

a) theoretical material:

consulting: individual (question – answer); group (considering typical examples – cases);

b) practical material:

individual and group counseling;

c) comprehensive assessment of the knowledge of the syllabus material:

individual presentation of works.

9. Method of enhancing the learning process

In order to enhance the learning process of the discipline such technologies are used:

Mini-lectures providing educational material in a short period of time and characterized by large capacity, complexity of logical constructions, images, proofs and generalizations. Mini-lectures are usually held as part of the lesson-study (topics 2; 3; 7).

Work in small groups enabling students to structure practical studies and seminars in the form and content; creating opportunities for participation of each student in the class work; ensuring the formation of personal skills and experience in social interaction (practical classes on topics 2; 5).

Seminars-discussions involving the exchange of ideas and views of participants on the topic and aiming to develop thinking, shape attitudes and beliefs, develop the ability to form opinions and express them, teach to assess proposals of other people and use a critical approach to their own views (seminars on topic 1).

Case method is the method of analysis of specific situations that imitates the actual professional practice through consideration of operational, managerial and other situations, complex cases of conflict, problem situations, incidents in the process of learning the material (practical exercises on topics 2, 4).

Presentations which mean speaking to an audience to represent certain advances, group work results, reports on individual tasks, instructiong, demonstrations of new products and services.

Didactic Games simulating decision-making in a variety of situations according to the rules that have already been developed or that are generated by participants. The process is realized by students through independent problem-solving in a situation when the available knowledge is not enough and students have to get the new information by themselves or seek new links in the material that has already been learnt (practical task on topic 5).

Banks of visual support that help to enhance the creative perception of the content of the academic discipline by using visual aids (all lectures).

10. The system of current and final assessment of students' knowledge

Control measures include the current and final assessment.

Inspection and testing of students may be conducted in the following forms:

1. Assessment of students' knowledge during seminars, practical classes and lectures.
2. Current testing control.
3. Essays.
4. Thematic presentations.
5. The final exam.

For each task or other form of testing a maximal grade is specified. Grades for different tasks and other forms of testing are added, so the maximal accumulated grade in the academic discipline can be 100 (including 60 grades for the current assessment and 40 grades for the final exam).

10.1. Current assessment of students' knowledge

10.1.1. Control of systematic fulfillment of independent training tasks and activity during practical studies and seminars.

Evaluating students' knowledge during seminars and workshops is aimed at checking the level of preparedness of students for specific work.

In evaluating the practical tasks attention is also paid to quality, independence and timeliness of the completed tasks, defense (according to the schedule of the educational process). If any of the requirements are not carried out, the mark may be lowered at the discretion of the teacher.

The efficiency of individual training is also considered.

The evaluation is conducted on a 100-point scale according to the technological chart and the following criteria:

- 1) the degree of assimilation of theoretical and methodological issues;
- 2) the degree of mastering the facts of the academic discipline;
- 3) the use of recommended books, as well as modern literature on the issues;
- 4) the ability to combine theory with practice when considering the simulated situations, solving problems, carrying out calculations while

performing tasks designed for self-study, and tasks to be done made in the classroom;

5) logic, structure and style of the presentation made in writing or orally, the ability to justify their position, to summarize the available information and draw conclusions.

10.1.2. Current control

The current control evaluates the students' knowledge of theoretical and practical issues of the academic discipline.

The theoretical test tasks cover all the topics that are studied within the academic discipline "Marketing Management".

By the format the tests are divided into:

tasks of the closed form with proposed answers;

tasks of the open form implying free answers.

Test tasks differ according to the structure of the answers.

1. Alternative test tasks that imply two answers like "yes/no", "right/wrong," are used to check the choice or decision in the collapsed form.

2. Test tasks asking to recover the compliance of parts are a modification of multiple choices tests. They are presented in two or more columns of words, phrases, graphs, digital or letter symbols, etc.

3. Test tasks on comparing and contrasting are recommended to check the skills at detecting identities of different events, situations, etc.

4. Test tasks with "true/false" answers imply that the answers or solutions can only be right or wrong. They test the depth of knowledge and understanding of different aspects of phenomena and processes.

5. Test tasks offering to reproduce the correct sequence are used to test the skills and knowledge of the correct sequence of actions (regulatory activity), algorithms of the technological methods, etc., as well as the knowledge of the generally accepted definitions, rules, laws, regulations fragments, and so on.

6. Open test tasks involving free answers, are tasks without answers which are used for evaluating the knowledge of terms, definitions, etc.

Test tasks for the intermediate control are be selected from the general list.

An example of a theoretical task

Task 1 (diagnostic), 3 p.

Trends in marketing management.

Task 2 (diagnostic), 3 p.

Principles of marketing management.

Practical test tasks cover all the basic topics that are studied within the discipline "Marketing Management".

An example of a practical task

Task 1, 2 p.

The demand function for the company product is $D = 2\,000 - 0,42 \times P$. Calculate if the company should increase the price from 2 000 to 2 200 UAH if variable costs are 800 UAH per unit

Task 2, 4 p.

Calculate the market share of 2 different publishing houses if they totally occupy 66 % of the market in quazi-natural terms and 70 % of the market in monetary terms. Which publishing house provides a more attractive offer from the customer's point of view?

The number of books	The number of conventional sheets in a book	The turnover, \$
Publishing house I		
50 000	20	16 000 000
30 000	10	
publishing house II		
28 000	16	19 000 000
70 000	11	

10.1.3. Criteria for assessing essays and presentations

Essays and presentations are assessed by such criteria:

- individual preparation;
- consistency and detailing of the plan;
- completeness and depth of the topic coverage;

- availability of illustrations (tables, figures, charts, etc.);
- the number of references (at least ten);
- the use of statistical (quantitative) information and presentation of practical experience;
- availability of specific proposals;
- quality of the design.

10.1.4. The general criteria for the current assessment of students' knowledge

The cumulative rating system of assessment is represented in Table 5.

Table 5

The cumulative rating system of assessment

Topics		Lectures	Practical studies	Homework	Essay	Presentation	Current control	Total
Module 1	Topic 1. The concept of marketing management	1	2					3
	Topic 2. The process of marketing management	0.5	2					2.5
	Topic 3. Organization of marketing management	0.5			4			4.5
	Topic 4. The development of marketing organizational structures	1	1	1			6	9
Module 2	Topic 5. The essence and structure of marketing planning	1	1	1		6		9
	Topic 6. Marketing Strategies	1	1	1				3
	Topic 7. Marketing strategic planning	0.5	0.5	1				1.5
	Topic 8. Marketing Programs	0.5	0.5	1			6	7.5
	Topic 9. Tactical Marketing Planning	1	1	1				3
	Topic 10. Control and analysis of marketing activities	1	2	2			12	17
Total		8	11	7	4	6	24	60

For each of the tasks a maximal grade is specified. Each task is assessed separately.

If the task is completed successfully, completely explaining the way of solution using both the default and – if necessary – a self-developed

algorithm, conclusions and recommendations are grounded, it is assessed by the maximal grade specified for the task.

If the task contains minor errors that do not affect the final result, specific elements of the solution are not defined or defined inaccurately, conclusions are not fully formulated, the grade is reduced up to 30 %.

If the task is solved, but the solution contains significant errors that affect the further solution, the solution has errors, conclusions are not formulated, the grade is reduced from 30 % to 60 %.

If the task is not solved, but there are some correct elements of the decision, the grade is reduced from 60 % to 100 %.

Grades for all the tasks in the tests are to be summarized and rounded so that the total grade for all of the elements of the current assessment could be calculated.

10.2. Assessment of students' knowledge in the form of a final exam

In order to be allowed to take an examination students must have accumulated a current grade of at least 35.

The examination card consists of practical tasks (stereotype, diagnostic and heuristic tasks).

A sample examination card is given below.

A sample examination card

Task 1 (stereotyped), 8 p.

The demand function for the company product is $D = 820\,000 - 15\,000 \times P$. Calculate if the company should increase the price from UAH 50 to UAH 53 if variable costs are 30 UAH per unit.

Task 2 (diagnostic), 16 p.

Calculate the market share of 2 different producers of grain processing equipment in 2012, if producer A occupies 18 % of the market in quasi-natural terms (in terms of total capacity of the equipment sold) and 20 % of the market in monetary terms. Which producer provides a more attractive offer from the customer's point of view? Does it affect the market position of this producer?

Table

Sales of grain processing equipment by producers A and B in the target market in 2012

Indicator	Value for	
	producer A	producer B
Capacity of grain processing equipment of model 1, kg/h	400	450
Sales of equipment of model 1, units	5	8
Capacity of grain processing equipment of model 2, kg/h	2 000	2 500
Sales of equipment of model 2, units	3	2
Capacity of grain processing equipment of model 3, kg/h	-	4 000
Sales of equipment of model 3, units	-	1
Total sales, \$	4 200 000	5 600 000

Task 3 (heuristic), 16 p.

The company produces 2 products: A and B, which are complementary. Only product A has been ever advertised. In December the company increased advertising costs by 50 % comparing with November, but did not change prices, average variable costs and fixed costs (excluding advertising). Indicators of the company activity in November are presented in the Table.

Table

Indicators of the company activity in November

Indicator	Value
Demand for the product A, units	43 000
Price of product A, UAH/unit	750
Average variable costs of the product A, UAH/unit	400
Demand for product B, units	62 000
Price of product B, UAH/unit	39
Average variable costs of product B, UAH/unit	24
Fixed costs, including advertising, UAH	12 000 000
Advertising costs, UAH	5 800 000

The advertising elasticity of demand for product A is 0.7. Increase in demand for product A by 1 % effects in increase of demand for product B by 0.6 %. Calculate the company profit in November and December and assess the effectiveness of the advertising campaign for the company (considering both product A and product B). Do you think the company must advertise product B? Explain why.

For each of the tasks a maximal grade is specified. Each task of the exam is assessed separately.

If the task is completed successfully, completely explaining the way of solution using both the default and – if necessary – a self-developed algorithm, conclusions and recommendations are grounded, it is assessed by the maximal grade specified for the task.

If the task contains minor errors that do not affect the final result, specific elements of the solution are not defined or defined inaccurately, conclusions are not fully formulated, the grade is reduced up to 30 %.

If the task is solved, but the solution contains significant errors that affect the further solution, the solution has errors, conclusions are not formulated, the grade is reduced from 30 % to 60 %.

If the task is not solved, but there are some correct elements of the decision, the grade is reduced from 60 % to 100 %.

Grades for all the tasks in the examination card are to be summarized and rounded so that the total grade for the exam could be calculated.

The maximal grade for the exam is 40. The exam is passed if the total grade is not less than 25.

The overall grade is transferred into the system of ECTS according to the Methods of transferring success grades of students' knowledge in KhNUE to the system of assessment by the ECTS scale (Table 6).

Table 6

**Transference of University Characteristics of the Students'
Progress into the System of the ECTS**

The ECTS assessment scale	Assessment on the scale of Kharkiv National University of Economics	Assessment on the national scale
A	90 – 100	excellent
B	82 – 89	good
C	74 – 81	
D	64 – 73	satisfactory
E	60 – 63	
FX	35 – 59	unsatisfactory – reassessment is required
F	1 – 34	unsatisfactory – a repeated learning of the academic discipline is required

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