

STATE EXAM FOR STUDENTS IN MARKETING AND STRATEGIC PLANNING

CURRICULUM

1. **Modeling behavior.** Game theory in economics and business. Definition and elements of a game. Typology of games: cooperative - non-cooperative, zero sum – non-zero sum, simultaneous – sequential, perfect information - imperfect information. Rationality and common knowledge.
2. **Finding an optimal strategy.** Dominant, dominating and dominated strategy. Iterative removal of dominated strategies. Min-max and max-min solutions. Pareto optimality. Games with many participants. Social dilemma.
3. **Equilibrium.** Best response. Reaction function. Nash equilibrium: definition, applications and disadvantages. Probability and mixed strategies equilibrium. Expected payoff.
4. **Competition.** Duopoly models: Cournot, Bertrand, Stackelberg Model. Monopoly. Advertising and competition. A model of limit capacity. Firm's profits, consumer surplus, deadweight loss. Market regulation.
5. **Dynamic settings and information.** Games representation in extensive forms. Backward induction and sub-game perfect equilibrium. Perfect, incomplete and asymmetric information. Reputation and goodwill, signaling, market screening.
6. **Coordination and cooperation.** Criteria for equilibrium selection. Shelling focal point - price wars. Ultimatum and negotiations. Joint-ventures. Incentives to cooperate.
7. **Consumer behavior in stationary markets.** Definition and meaning. The impact of recent purchases. How does purchase frequency vary. The relationship "penetration: frequency of purchase". Patterns of multi-brand purchase: market partitioning and analysis of cross-purchases.
8. **Consumer behavior in dynamic markets.** Variations in demand – seasonality and sales promotions. Dynamics in stationary markets. Dynamics in subscription markets. Characteristics of dynamic markets. Rogers's Theory of innovation diffusion. Substitution patterns on the technology of Fischer and Pry. The model of Frank Bass. Market dynamics of fast moving consumer products.
9. **National Competitiveness.** Definitions. The system of determinants of national competitive advantage. Dynamics of national competitive advantage. Models of national competitive advantage of competitive development.
10. **Firm Competitiveness.** Definitions and concepts. Key characteristics of the firm competitiveness. Factors affecting the firm competitiveness. Competitive advantages. Drivers of competitive advantages. Typology of methods for assessing the firm competitiveness.

- 11. Clusters and Competitiveness.** Definition of a cluster. Composition of clusters. Typology of clusters. Distinction among clusters, industries, industrial regions, business networks. Cluster approach vs. industrial policy.
- 12. Strategic thinking and strategic planning as a modern paradigm of economic governance.** Strategic planning philosophy in the economic governance – essence, genesis and purposes. Requirements for adequate implementation of the Strategic planning in the management systems. Systemic thinking and systemic approach. Studying economy in the cybernetic aspect: elements, relationships within economic system and with other types of systems. Economic system evolution and main changes in the economic governance system at the organizational level: the management systems evolution. Strategic planning at the organizational level: specific features.
- 13. Strategic thinking and strategic planning at the organizational level: solving the first set of issues.** Strategic segmentation of the firm's external environment: main tasks of this type of strategic analysis. Identifying SBAs: analytical techniques, algorithm of analysis, major trends in the demand-technology life cycles. Identifying SRAs, STAs, and PIGs: analytical techniques, main reasons for this type of analyses.
- 14. Strategic thinking and strategic planning at the organizational level: solving the second set of issues.** Portfolio analysis as an instrument for outlining the firm's strategic position in the strategic business areas: main tasks of this type of analysis. The Boston Consulting Group's Matrix: construction of the matrix, functions, application field. Methods for extending the BCG's matrix field of application. Extension by replacing the matrix initial variables. Defining the SBA future attractiveness. Defining the firm future competitive position in a SBA. Extension by multiplying the matrix cells number.
- 15. Strategic thinking and strategic planning at the organizational level: solving the third set of issues.** Selecting SBAs and forming the optimal business portfolio for the firm. Types of analysis to absorb the alternativeness potential: seizing opportunities of alternative costs of production, seizing opportunities of alternative markets, seizing opportunities of alternativeness regarding the SBAs profitability and capital amounts. Optimizing the firm's SBA portfolio: main criteria, techniques and algorithm of the analysis.
- 16. Methodology to develop a business plan.** Purposes of business plans. Structure and elements of the business plan. Stages to develop the business plan. Iterative procedure of development of a firm's business plan.
- 17. Setting the competitive position of the company in business planning.** Methods to scan the external and internal business environment. Competitive analysis. Strategic groups. Sources of information. Defining objectives and competitive strategies.
- 18. Interaction and dependences among the elements of the business plan.** Marketing plan. Production plan. Financial projections. Financial planning approaches and methods. Break-even point analysis. Cash flow management.
- 19. Main steps in the marketing planning process.** Marketing information for marketing planning. Company goals. Situation analysis. Marketing objectives. Marketing strategy. Marketing tactics.

- 20. Marketing audit.** External marketing environment. Internal marketing environment. The customer and market audit. Market and market share audit. Product and brand audit. Evaluation of current marketing strategy and tactics. SWOT analysis.
- 21. Marketing objectives.** Setting marketing objectives: Ansoff matrices. Marketing metrics: market share, relative market share, brand penetration, brand awareness, customer satisfaction, customer loyalty.
- 22. Marketing strategies and tactics.** The product plan: objectives, strategies and tactics. The pricing plan: objectives, strategies and tactics. The distribution plan: objectives, strategies and tactics. The communication plan: objectives, strategies and tactics.
- 23. Forecasting.** Definition of the process. Typology of forecasts. Qualitative and quantitative methods of forecasting. Forecast's error and accuracy. Seasonality and cyclic behavior. Random variations.
- 24. Balanced scorecard.** Characteristics and design of a balanced scorecard. Goal setting. Objectives: corporate, business, functional. Strategy map and implementation plans. Perspectives: financial, customer, business processes, learning and innovation. Leading and lagging metrics.
- 25. Performance management at operational level.** SIPOC model: suppliers, input, processes, output, customers. Enterprise resource planning system. Key performance indicators. Quality and time-based competition.
- 26. Financial planning.** Income growth vs. cost containment approach. Profitability. Cash-flow management. Investments. Debt management and leverage. Tax planning. Financial indicators.
- 27. Product definition.** The product as an element of the marketing mix and the national product. Product levels. Types of products: according to their durability; according to the state of demand; according to the area of their usage (consumer and investment). Definition of services. Types of services. Characteristics of services compared to physical products.
- 28. Product quality and competitiveness.** Definition of quality. Objective and perceived quality. Quality costs. Chain of quality. Fundamental, competitive and parametric quality. Quality criteria and indicators. The concept of product competitiveness. Competitiveness criteria and indicators. Methodology for evaluation of product competitiveness.
- 29. Brands and Brand Management.** Strategic importance of branding. Brand culture, brand equity, and brand value. Creating and building a brand: brand elements; brand personality. Growing and maintaining brands. Defending the brand. Measuring brand success. Managing declining brands.
- 30. Service policy.** The concept of after-sales service. Design for service and support in the product use cycle. Cost-of-ownership.
- 31. New product development.** Definition of a new product. Categories of new products. Reasons for new product failure. Success factors in product innovations. The process of new product development.
- 32. Pricing in marketing.** What is a price? Price as an element of the marketing mix. Major pricing strategies - cost-based pricing, customer value-based pricing and competition-based pricing.

- 33. Internal and external factors affecting pricing decisions.** Overall marketing strategy. Marketing objectives. Other elements of the marketing mix. The costs. Organizational considerations. The market and demand. The economy. Other factors.
- 34. Pricing objectives.** Survival. Maximum current profit. Maximum market share. Maximum market skimming. Product-quality leadership. Other objectives.
- 35. Pricing strategies.** New-product pricing strategies. Product mix pricing strategies. Price adjustment strategies. Price changes.
- 36. The role of Integrated Marketing Communications (IMC) in the marketing process.** Marketing strategy and analysis. The target marketing process. Developing marketing planning program. The role of advertising and promotion.
- 37. Advertising.** Creative strategy. Media planning and strategy. Evaluation of Broadcast media. Evaluation of print media. Support media.
- 38. Sales promotion.** Consumer-oriented sales promotion. Trade-oriented sales promotion. Coordinating sales promotion and advertising. Budget allocation. Sales promotion abuse.
- 39. Public relations, publicity, and corporate advertising.** Integrating PR into the Promotional mix. Marketing public relations (MPR) functions. Publicity. Corporate advertising. Advantages and disadvantages of corporate advertising.
- 40. Personal selling.** The role of personal selling in IMC program. Advantages and disadvantages of personal selling. Combining personal selling and other promotional tools. Evaluating personal selling efforts.
- 41. Definition of sales management.** Key elements of sales management. Strategic role of sales management. Megatrends affecting sales management – behavioral, technological, and managerial.
- 42. Responsibilities of sales managers.** Planning and organizing the salesforce; managing and directing the salesforce efforts; controlling and evaluating performance.
- 43. Process of personal selling.** Prospecting and qualifying. Planning the sales call (pre-approach). Approaching the prospect. Making the sales presentation and demonstration. Negotiating sales resistance or buyer objections. Confirming and closing the sale. Following up and servicing the account.
- 44. An introduction to CRM.** Definition and key functions. Traditional marketing and Relationship marketing. Evolution and growth of CRM.
- 45. Concepts of customer value.** Value to the company. Customer equity (CE), Customer engagement value (CEV) - Customer lifetime value (CLV), Customer influencer value (CIV), Customer referral value (CRV), Customer knowledge value (CKV).
- 46. Concepts of customer value.** Value to the customer. Relationship marketing bonding activities (financial, social, structural) that add value to the customer value proposition and their expected impact on customer behaviour and company performance.
- 47. Elements of a CRM strategy.** Analytical CRM and operational CRM. Steps in developing a CRM strategy.
- 48. Key CRM metrics.** Customer acquisition metrics, customer activity metrics, customer-based value metrics. Customer Lifetime Value (CLV); past customer value (PCV); recency, frequency, monetary value (RFM): essence of the indicators and methods for their measurement.

- 49. Databases.** Types of databases. Information, included in different types of databases. Passive databases and active databases.
- 50. Social media marketing (SMM).** Social media marketing tools on Facebook, Twitter, Google+, LinkedIn, YouTube, Pinterest, Instagram, Foursquare / Swarm. Facebook Marketing. YouTube Marketing.
- 51. Developing a web site** - content, design, navigation, functionality, content management system, promotion. Corporate website, product website, promotional site, site for e-services, corporate blog, online store. Search engine optimization (SEO). Search engine marketing (SEM). Online branding. Brand awareness.
- 52. Online advertising.** Planning and implementation of advertising campaigns on the Internet. Digital PR.
- 53. Marketing strategies and tactics** for mobile marketing, content marketing, viral marketing, email marketing, affiliate marketing, blog marketing.
- 54. Investments and economic development.** Types of investments. Investment process. Theoretical concepts for investments (participants, principles and approaches).
- 55. The national economy as an investment environment for domestic and foreign business.** Methodologies for assessing investment attractiveness of a country. National strategies and policies for stimulating investments.
- 56. Investment plan.** Essence and content. Methodology for investment plan development. Organization for investment plan implementation. Monitoring of investment plan implementation. Procedure for updating the investment plan.
- 57. Risk management in investment process.** Types of risk. Integration of the risk component in the assessment of investment decisions. Possibilities to measure the investment risk and its aversion.
- 58. Introduction to project management.** Definition for a project. Characteristics of projects. Evolution in the theory and practice of project management. Defining project success. Stages of project life cycle.
- 59. Business strategy and projects.** Projects as systems. Connection and interaction between project management and business strategy. The relationship among portfolios, programs and projects.
- 60. Project scope management.** Essence of scope management, functions, principles and processes. Work breakdown structure. Structure of work package.
- 61. Project time management.** Methods for time planning and optimization. Network scheduling techniques. Critical path method.

RECOMMENDED LITERATURE

Ansoff, H. Igor, 2007, Strategic Management, Palgrave MacMillan, NY.

Ansoff, H. Igor. Edward J. McDonnell, Implanting Strategic Management. 2nd edition, Prentice Hall, UK.

Bodie Zv., Kane A., Marcus A., 2014, Investments, McGraw-Hill Education.

Brigham E., Gapenski L., 2011, Financial Management (Theory and Practice), South-Western.

Calvin, Robert, 2007, Sales management demystified, McGraw-Hill, New York.

Cooper, Robert, 2001, Winning at new products: Accelerating the process from idea to launch, Third Edition, Basic Books.

Dixit, A., Nalebuff, B., Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life, WW Norton Company, New York.

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Haugen R., 2001, Modern Investment Theory, Prentice Hall.

Kaplan, R., Norton, D., Strategy Maps: Converting Intangible Assets into Tangible Outcomes, Harvard Business Review Press, Boston.

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McDonald, Malcolm, Marketing plans: how to prepare them and how to use them. 6th Ed. Butterworth-Heinemann is an imprint of Elsevier.

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Mintzberg, Henry, 1994, The Rise and Fall of Strategic Planning.

Mintzberg, Henry, 2010, The science of strategy-making: Managerial methods and planner programs. Massachusetts Institute of Technology, Digital Publisher: World Public Library Association, 2010 Digital Edition.

Pearson, Gordon, 1990, Strategic Thinking, Prentice Hall.

Reilly F., Brown K., 2012, Investment Analysis and Portfolio Management, South-Western.

Sharp, B., 2010, How Brands Grow: What Marketers Don't Know, Oxford University Press.

Thompson, A., Strickland, A., Gamble, J., 2010, Crafting and Executing Strategy, McGraw Hill/Irwin, New York.

Wilson, Ian, 2003, The subtle art of strategy: organizational planning in uncertain times. Praeger Publishers.