



The Government of the Russian Federation

The Federal State Autonomous Institution of Higher Education "National Research University - Higher School of Economics"

Faculty of Management
Department of Strategic Marketing

Course Title B2B Marketing

080200.68 "Management"
Master Program "Marketing"

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Head of the Department Tretyak O.A.

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1 Course Summary

Program	Master Program in Marketing
Year	First year
Course status	Optional
Workload	40 hours in-class
Prerequisites	General marketing, Strategic marketing
Teaching methods	Lectures, paper analysis and discussion, case studies, projects, group work, presentations.

B2B markets exceed the B2C segment in terms of volume and drive the forward the innovations process. B2B marketing analyzes how the companies interact and how they organize their interaction in value chains (networks) & with other institutions. The increasing complexity of interconnections and relationships of business with suppliers, partners and customers, non-profit organizations and government agencies make the issues of B2B marketing broader than one companies' activities and takes into consideration the interests of the whole value chain (network) in dynamics.

The main objective of the course is to develop marketing approach, accumulation and systematization of knowledge acquisition as well as ability and competencies needed to actively and creatively participate in the development and the practical application of up-to-date B2B marketing concepts, methods and tools. To achieve this, special attention is paid to students' self-study and their critical evaluation of contemporary B2B market trends, opportunities, usage of existing and development of new approaches, methods, models, B2B marketing solutions.

The course is based on seminars and workshops, preceded by lectures and students' self-study of recommended literature. Seminars focus on analysis and discussion of concepts and research results on B2B marketing, cases and marketing decisions made by the participants. Discussions are focused on methods and tools of B2B marketing and the development of skills of creative usage of acquired knowledge and skills.

B2B Marketing is optional discipline for the first-year students on Master program. It involves knowledge acquired by students in courses "Theory of Industrial Organization", "Marketing strategies", "Marketing Management", "Methods of Marketing Research". The author of the course developed it to avoid duplication with those courses.

Teaching methods include: lectures, projects, group work, presentations, case studies, paper analysis and discussion.

To systematize and link the knowledge and skills obtained during the B2B Marketing course to other program courses and practice case method is used. The case studies cover the key topics of the course, including diagnostics of marketing situation, segmentation, selection of target segments, alignment of interests of suppliers and customers in selected segments.

2 Area of Application and Regulatory References

This Course Program establishes minimum requirements for skills and knowledge of the student and determines the content and the forms of educational activities and reporting.

The Course Program is designed for lectures, teaching assistants and Master program students 080200.68 "Management" (Marketing program) within the Course B2B Marketing.



The Course Program has been developed in accordance with:

- NRU-HSE Curriculum;
- Education Program “Marketing”, 080200.68 “Management”.
- University Academic Plan of the Education Program (approved in year 2010)

3 Course Goals

The B2B Marketing course is designed to teach basic competencies in modern marketing B2B. The main objective of the course is to develop marketing approach, accumulation and systematization of knowledge acquisition as well as ability and competencies needed to actively and creatively participate in the development and the practical application of up-to-date B2B marketing concepts, methods and tools. It is relevant for both future professional application and further scientific studies.

4 Students' Competencies to be Developed by the Course

The student is supposed to:

- Know B2B Marketing concepts, tools and models
- Be able to manage inter-companies cooperation
- Gain skills (experience) in B2B market research, market forecasting, marketing audit, market segmentation, strategic planning, marketing decisions on pricing & product policy, communications' & distribution strategy.

The Course develops the following competencies:

Competencies	NC/NRU-HSE Code	Descriptors - the learning outcomes (the indicators of achievement)	Teaching forms and methods of that contribute to the development of a competence
		[Verbs-tips are given as the levels of development: provides a definition, reproduces, recognizes, uses, shows, possesses, applies, shows the links, justifies, interprets, estimates]	
Is able to make management decisions, evaluate possible consequences and take responsibility	CK-M5		Case studies
Is able to organize a multi-lateral (including intercultural) communication and manage it	CK-M7		Workshops
Is able to identify common goals and implement them into professional and social activities.	CJK –M3		Case studies, work in groups

5 How the Course Fits in with the Curriculum



The Course is a part of a Cyclical Syllabus Social and Economic Studies as well as a cycle of Courses providing higher education.

For Specialization “Strategic Marketing” in Master program “Marketing” the present Course is Optional.

The Course is to be based on the acquisition of the following Courses:

- “Theory of Industrial Organization”, “Marketing strategies”, “Marketing Management”, “Methods of Marketing Research”

The Course requires the following students' competencies and knowledge:

- Ability to make marketing research, understanding of management decision making process & their implementation, knowledge of industrial organization models & concepts. *

The main provisions of the Course should be used for further studies of the following Courses:

- Marketing of Innovations, Inter-firm Cooperation Strategies, Marketing Analysis and Audit, Strategies of Retail Development, Sales Management & Trade Marketing, Marketing of cooperation & partnership, Strategies of Retail Development

6 Course Schedule

B2B Marketing

№	Topic	Total amount of hours	Classroom Activities			Self-Study
			Lectures	Seminars	Workshops	
1	Introduction to B2B Marketing.	4	2	2		
2	Structure, specifics & tendencies in B2B market. B2B marketing environment.	4	2	2		
3	Purchasing process. Buyer behavior of goods & services on B2B market.	4	2	2		
4	Segmentation & positioning on B2B market.	4	2	2		
5	Marketing information system. Marketing research on B2B market.	4	2	2		
6	Strategic marketing of B2B companies.	4	2	2		
7	Product policy	4	2	2		
8	Pricing on B2B market	4	2	2		
9	Marketing channels on B2B market	4	2	2		
10	Marketing communications on B2B market	4	2	2		



7 Forms and Types of Testing

Type of testing	Form of testing	1 year				Parameters **
		1	2	3	4	
Current (week)	Essay			*	*	9-11 pages
	Homework assignment			*	*	
Intermediate	Presentation			*		
Final	Exam				*	Final project

** Parameters specify the format of the testing (written, oral, test, computer test, and so on), timing, volume, deadlines, time devoted to self-study, etc.

7.1 Grading Criteria

Current testing grading has 10 ranks.

Final paper	– 40%
Presentation	– 30%
Course participation and contributions	– 30%

8 The Course Content

Class 1.

Preliminary assignment

Required reading for class:

1. Anderson J. C. Kumar N., J. A. Narus (2007). Value Merchants. Demonstrating and Documenting Superior Value in Business Markets. Harvard Business School Press. Boston, Massachusetts
2. Barclay D.V., Deutscher T.H., Vandenbosch M.H. (2007). Business Marketing in Masters Programs: A Part of Fabric // Journal of Business-to-Business Marketing. Vol. 14. No. 1. P. 38—40.
3. Бек М.А. (2008). Значение и тенденции развития В2В маркетинга // Индустриальный и В2В маркетинг. № 2. С. 90—103

Topic 1. Introduction to B2B Marketing.

Key points:

- The value and characteristics of «Business to Business» marketing (B2B).
- Types of products and services for business and their major customers.
- Characteristics of demand for certain types of goods and services.
- Specifics of groups of customers-consumers.
- The concept of supply chain, value chains and networks.
- The value of goods and services to consumers.
- The role of the ratio between the consumers' value, price and manufacturers' costs in ensuring the business' competitiveness.
- Value in Use, VIU.

Class 2.

Assignments for Class 2:

Reading:

1. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ, глава 2



2. Brierty E.G., Eckes R.W., Reeder R.R. (1998) Business Marketing. Third Edition. Pearson Education. Prentice Hall, New Jersey. Ch. 1-3.
3. Vargo S. L., Lusch R.F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market // *Industrial Marketing Management* v. 40. P.181-187.

Topic 2. Structure, specifics & tendencies in B2B market. B2B marketing environment.

Key points:

- Analysis of B2B marketing environment, using secondary information sources and strategic analysis tools.
- Current trends in B2B marketing, their relationship to environmental changes, including globalization: increased flexibility of value chains, the influence of the company's role in the value chain/network on its competitiveness and opportunities for sustainable development.
- Changes in the models of exchange processes on b2b markets. The spectrum of inter-firm relationships: single-transaction vs long-term partnerships. Local clusters. Strategic alliances.
- B2B market research based on network-based approach (group IMP: H. Hakansson, D. Ford, etc.).

Assignments for Class 3:

Reading:

1. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ, глава 3
2. Brierty E.G., Eckes R.W., Reeder R.R. (1998) Business Marketing. Third Edition. Pearson Education. Prentice Hall, New Jersey. Ch. 4,5.
3. Webster F. E. (1995) Industrial Marketing Strategy. John Wiley & Sons, Inc. Ch. 2,3.
4. Lau G.-Th., Goh M., Phua Sh.L. (1999). Purchase-Related Factors and Buying Center Structure. An Empirical Assessment // *Industrial Marketing Management*. Vol. 28. No. 6.

Topic 3. Purchasing process. Buyer behavior of goods & services on B2B market.

Key points:

- Types of procurement on b2b markets.
- Model of purchases grid. Repeated, modified and new purchases.
- Causes of new purchases, their marketing considerations.
- Special characteristics, organization, stages and procedures of procurement processes.
- The collective nature of procurement decisions. The concept of the procurement center. The characteristics of the procurement center and its participants.
- Factors and motives affecting the purchasing decisions and the development of partnerships with suppliers.
- Procurement for public use, their features, open and closed auctions.

Assignments for Class 4:

Reading:

1. Бек М.А. (2008) Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ. Гл. 4.
2. Doyle P. (2000). Value-Based Marketing. Marketing Strategies for Corporate Growth and Shareholder. JohnWiley & Sons, Ltd. P. 264—268.
3. Millier P. (2000). Intuition Can Help in Segmenting Industrial Markets // *Industrial Marketing Management*. Vol. 29. No. 6. P. 147—155.
4. Weinstein A. (2011). Segmenting technology markets: applying the nested approach // *Marketing Intelligence & Planning* v. 29 No 7 P. 672-686.
5. McDonald M., Dunbar I. (1998) Market Segmentation. How to do it, how to profit from it. Second edition. Macmillan Business. Part II

Topic 4. Segmentation & positioning on B2B market.



Key points:

- Trends and causes of the segmentation deepening on b2b markets.
- Benefits of P. Doyle segmentation and their usage. The value of segmentation and targeting on B2B markets.
- The main approaches segmentation criteria and methods of target segments selection.
- Classification of industrial goods. Information support for identifying and evaluating market segments.
- Retrospective information on sales and customer firms. Analysis of customer profitability.
- Market segmentation for innovative and high-tech products.
- Selection of target segments and positioning. Positioning grounds. Stages of the positioning process of positioning.

Assignments for Class 5:

Reading:

1. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ, Гл. 5.
2. Hutt M.D., Speh T.W. (1998). Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press,. Ch. 5.
3. McNeil R. (2005) Business to Business Market Research. Understanding and Measuring Business Markets. Kogan Page Limited, London
4. Kotler P., Gregor W., Rogers W. (1977). The Marketing Audit Comes of Age // Sloan Management Review, v. 18, No.2, , pp. 25-43. © Sloan Management Review Association.

Topic 5. Marketing information system. Marketing research on B2B market.

Key points:

- Marketing information system.
- In-house information systems.
- Role of secondary information sources. Sources of relevant information
- Modern IT-technology and Internet usage for marketing information provision
- Marketing position analysis: methods and tools. The application of strategic analysis and forecasting methods.
- Types, typical objectives and methods of marketing research in the B2B markets.
- Marketing audit.
- Market potential assessment and sales projections
- identifying and addressing the issues of weak market signals about the future strategically important changes.

Assignments for Class 6:

Reading:

1. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ, Гл. 6.
2. Doyle P. (2000). Value-Based Marketing. Marketing Strategies for Corporate Growth and Shareholder. JohnWiley & Sons, Ltd. Ch. 3-7.
3. Hutt M.D., Speh T.W. Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press, 1998. Ch. 8.
4. Leek S., Christodoulides G. (2011). A literature review and future agenda for B2B branding: challenges of branding in a B2B context // Industrial Marketing Management v. 40. P.830-837.

Topic 6. Strategic marketing of B2B companies.

Key points:

- Characteristics of marketing management on B2B markets.
- Strategic objectives of business organization, the role of marketing in achieving them.



- The structure and content of the strategic marketing plan. Using the strategic analysis tools for marketing planning.
- Problems and benefits of strategic marketing planning.
- Process and stages of strategic marketing planning. Marketing strategy and marketing plan implementation management.
- Methods and tools used in creation and implementation of marketing plans.
- Branding on B2B markets.

Assignments for Class 7:

Reading:

1. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ, Гл. 6.
2. Бек М.А., Бек Н.Н. Причины низкой инновационной активности российского бизнеса и вызовы для управления инновационным развитием // Менеджмент инноваций, 2010, №4. С.272-284.
3. Hutt M.D., Speh T.W. Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press, 1998. Ch. 8.
4. Robertson T. S. and Gatignon H. (1986). Competitive Effects on Technology Diffusion // Journal of Marketing, v. 50, July, pp.1-12.
5. Mahajan V., Muller E., Bass F. M. (1995). Diffusion of New Products: Empirical Generalizations and Managerial Uses // Marketing Science, Vol. 14, No. 3, Part 2 of 2: Special Issue on Empirical Generalizations in Marketing. P. G79-G88
6. Millier P., Palmer R. (2000). Nuts, Bolts & Magnetrons. A Practical Guide for Industrial Marketers. JohnWiley & Sons, Ltd. P. 155—177.
7. Rogers E.M. (2003). Diffusion of Innovations. New York: Free Press. Ch. 4,5

Topic 7. Product policy

Key points:

- Selection and basis of strategic marketing decisions on product policy.
- The role of innovation in ensuring competitiveness.
- Sources of innovation opportunities.
- Innovation process & its stages.
- Open and closed models of innovation.
- Project management approach to new product creation and introduction to the market.
- Selection of innovations, for evaluating projects of new products and services.
- Marketing factors of different business models.
- Understanding of the process of diffusion of innovations. The influence of the diffusion speed for the return on investments in innovation. The role of various factors in the acceleration of diffusion processes.

Assignments for Class 8:

Reading:

1. Бек М.А. Маркетинг В2В: учебное пособие М.: Изд. дом. ГУ-ВШЭ, 2008. Гл. 8.
2. Doyle P. (2000). Value-Based Marketing. Marketing Strategies for Corporate Growth and Shareholder. JohnWiley & Sons, Ltd. Ch. 8.
3. Dwyer F. R., Tanner J.F. Business Marketing. Connecting Strategy, Relationships and Learning. McGraw-Hill International Editions, 1999. Ch. 14.
4. Липсиц И.В. Коммерческое ценообразование. Учебник для университетских программ МВА. Сборник деловых ситуаций. Тесты. 2-е изд., доп. и испр. М.: БЕК, 2001.

Topic 8. Pricing on B2B market

Presentations and projects discussion



Key points:

- Pricing strategies and pricing policy.
- Characteristics and methods of pricing in B2B marketing.
- Cost and value approaches to pricing
- Influence of effects of scale and experience on the pricing. Break-even analysis, profit target.
- The role of marketing research of demand elasticity.
- Issues and methods of predicting the costs while developing innovative products.
- The role of negotiation and coordination of partners' interests in pricing decisions.
- Price in the mutual adaptation of partners channel.

Assignments for Class 9:

Reading:

1. Бек М.А. Маркетинг В2В: учебное пособие для вузов. М.: Изд. дом. ГУ-ВШЭ, 2008. Гл. 9.
2. Dwyer F.R., Tanner J.F. Business Marketing. Connecting Strategy, Relationships and Learning. McGraw-Hill International Editions, 1999. Ch. 9.
3. Fill C., Fill K.E. Business to Business Marketing. Relationships, Systems and Communications. Harlow: Pearson Education: Prentice Hall, 2005. Ch. 7, 8, 9.
4. Hutt M.D., Speh T.W. Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press, 1998. Ch.13, 14.

Topic 9. Marketing channels on B2B market

Presentations and projects discussion

Key points:

- Advantages and disadvantages of different forms of marketing channels.
- Strategic decisions on marketing channels.
- Pull and push strategies.
- Direct (zero) channels. Situations that determine their feasibility and necessity.
- The issues of selecting a distribution channel and members of the channel.
- Process of the alternatives' evaluation and decisions on marketing channels basis.
- Conditions of expediency and necessity of intermediaries.
- Distributors, wholesalers, brokers, sales agents.
- Objectives and methods of sales channels management.
- Reverse distribution channels: Features, functions and role in modern economies.

Assignments for Class 10:

Reading:

1. Бек М.А. Маркетинг В2В: учебное пособие для вузов. М.: Изд. дом. ГУ-ВШЭ, 2008. Гл. 10.
2. Doyle P. (2000). Value-Based Marketing. Marketing Strategies for Corporate Growth and Shareholder. JohnWiley & Sons, Ltd. Ch. 9.
3. Dwyer F.R., Tanner J.F. Business Marketing. Connecting Strategy, Relationships and Learning. McGraw-Hill International Editions, 1999. Ch. 10, 11, 12.
4. Fill C., Fill K.E. Business to Business Marketing. Relationships, Systems and Communications. Harlow: Pearson Education: Prentice Hall, 2005. Ch. 10, 11, 12.
5. Hutt M.D., Speh T.W. Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press, 1998. Ch.16, 17.

Topic 10. Marketing communications on B2B market

Presentations and projects discussion

Key points:

- Strategic communications solutions and their connection to business strategy on B2B markets
- The role of personal selling, exhibitions, public relations and advertising for the B2B marketing.
- Factors that influence the efficiency of direct sales.
- Sales promotion.
- Integrated marketing communications.
- Marketing campaigns on B2B markets.
- Characteristics of the methods of advertising and PR on B2B markets.

Final paper.

9 Educational Technologies

Lectures, projects, group work, presentations, case studies, paper analysis and discussion.

10 Methods and Materials for Current Testing and Attestation

10.1 Current Testing Assignments

Examples of questions / assignments for homework:

Topic (essays) examples:

1. Analysis of characteristics and trends (global, Russia, regional) of the market for a specific group of goods and services for business and their influence on marketing.
2. Value-oriented marketing, in a particular B2B market.
3. Marketing research a specific segment of B2B market.
4. Selection of opportunities. Factors of success and failure innovative projects on b2b markets.
5. Strategic planning in B2B segment.
6. Branding on B2B market.
7. The reasons for the successes and failures of marketing activities to market goods and business services (with specific examples).

Questions' examples:

8. Features of B2B marketing. Typology of goods and services for business and their main customers. The typology of buyers of consumer markets goods and services for business.
9. The perceived value of goods and services. Factors determining the received value, assessment methods and approaches to increase the perceived value.
10. B2B market trends. Current issues in B2B marketing and their relation to the environment changes.
11. The concept of supply chain, value chains and networks. The effect of interaction between participants of the value chain on efficiency the chains.
12. Characteristics, organization, procedures and phasing of procurement processes.
13. The characteristics of the procurement center, its participants, their role in different stages of the procurement process.



14. Methods and criteria for evaluating suppliers. Factors and motivation affecting purchase decisions, partnerships development with suppliers.
15. Segmentation of innovative and high-tech markets.

10.2 Questions for Assessment of Quality of the Course Acquisition

A sample list of questions to the Quiz (Exam) on the entire Course or to each intermediate and final testing as a self-assessing exercise.

11 Grading Procedures

Final paper	– 40%
Presentation	– 30%
Course participation and contributions	– 30%

The teacher assesses the performance of students at seminars and workshops: class participation, activity during cases and discussions, etc. The grades for participation during seminars and workshops the teacher puts in the work sheet. The resulting score (10-point scale) for their work at seminars and workshops is calculated prior to an intermediate or final testing - $O_{classroom}$.

The teacher assesses the students' independent work (self-study) in his presentation.

The grades for independent work (self-study) the teacher puts in the work sheet. The resulting score (10-point scale) for their work at seminars and workshops is calculated prior to an intermediate or final testing – $O_{current}$.

The resulting score for current testing takes into account the student's current testing:

$$O_{current} = 0,5 \cdot O_{essay} + 0,5 \cdot O_{homework};$$

The resulting score is exposed by the following formula, where $O_{project}$ - the grade for the final project itself:

$$O_{final} = 0,4 \cdot O_{project} + 0,3 \cdot O_{current} + 0,3 \cdot O_{classroom}$$

The Diploma Certificate contains the Course final grade, which is the Course resulting score.

12 Teaching Methods and Information Provision

12.1 Core Textbook

4. Бек М.А. (2008). Маркетинг В2В: учебное пособие. М.: Изд. дом. ГУ-ВШЭ
5. Fill C., Fill K.E. (2005). Business to Business Marketing. Relationships, Systems and Communications. Harlow: Pearson Education: Prentice Hall.
6. Hutt M.D., Speh T.W. (1998) Business Marketing Management. A Strategic View of Industrial and Organizational Markets. 6th ed. The Dryden Press.

12.2 Required Reading

1. Anderson J. C. Kumar N., J. A. Narus (2007). Value Merchants. Demonstrating and Documenting Superior Value in Business Markets. Harvard Business School Press. Boston, Massachusetts

2. Brierty E.G., Echeles R.W., Reeder R.R. (1998) *Business Marketing*. Third Edition. Pearson Education. Prentice Hall, New Jersey.
3. Webster F. E. (1995) *Industrial Marketing Strategy*. John Wiley & Sons, Inc.
4. Lau G.-Th., Goh M., Phua Sh.L. (1999). Purchase-Related Factors and Buying Center Structure. An Empirical Assessment // *Industrial Marketing Management*. Vol. 28. No. 6.
5. Doyle P. (2000). *Value-Based Marketing. Marketing Strategies for Corporate Growth and Shareholder*. JohnWiley & Sons, Ltd.
6. Millier P. (2000). Intuition Can Help in Segmenting Industrial Markets // *Industrial Marketing Management*. Vol. 29. No. 6. P. 147—155.
7. Weinstein A. (2011). Segmenting technology markets: applying the nested approach // *Marketing Intelligence & Planning* v. 29 No 7 P. 672-686.
8. McDonald M., Dunbar I. (1998) *Market Segmentation. How to do it, how to profit from it*. Second edition. Macmillan Business.
9. Hutt M.D., Speh T.W. (1998). *Business Marketing Management. A Strategic View of Industrial and Organizational Markets*. 6th ed. The Dryden Press,.
10. McNeil R. (2005) *Business to Business Market Research. Understanding and Measuring Business Markets*. Kogan Page Limited, London
11. Kotler P., Gregor W., Rogers W. (1977). The Marketing Audit Comes of Age // *Sloan Management Review*, v. 18, No.2, , pp. 25-43. © Sloan Management Review Association.
12. Leek S., Christodoulides G. (2011). A literature review and future agenda for B2B branding: challenges of branding in a B2B context // *Industrial Marketing Management* v. 40. P.830-837.
13. Millier P., Palmer R. (2000). *Nuts, Bolts & Magnetrons. A Practical Guide for Industrial Marketers*. JohnWiley & Sons, Ltd. P. 155—177.
14. Rogers E.M. (2003). *Diffusion of Innovations*. New York: Free Press. Ch. 4,5
15. Dwyer F. R., Tanner J.F. *Business Marketing. Connecting Strategy, Relationships and Learning*. McGraw-Hill International Editions, 1999.
16. Fill C., Fill K.E. *Business to Business Marketing. Relationships, Systems and Communications*. Harlow: Pearson Education: Prentice Hall, 2005. Ch. 7, 8, 9.
17. Бек М.А. (2008). Значение и тенденции развития В2В маркетинга // *Индустриальный и В2В маркетинг*. № 2. С. 90—103
18. Липсиц И.В. *Коммерческое ценообразование. Учебник для университетских программ MBA. Сборник деловых ситуаций. Тесты*. 2-е изд., доп. и испр. М.: БЕК, 2001.

12.3 Supplementary Reading

1. Barclay D.V., Deutscher T.H., Vandenbosch M.H. (2007). Business Marketing in Masters Programs: A Part of Fabric // *Journal of Business-to-Business Marketing*. Vol. 14. No. 1. P. 38—40.
2. Mahajan V., Muller E., Bass F. M. (1995). Diffusion of New Products: Empirical Generalizations and Managerial Uses // *Marketing Science*, Vol. 14, No. 3, Part 2 of 2: Special Issue on Empirical Generalizations in Marketing. P. G79-G88
3. Robertson T. S. and Gatignon H. (1986). Competitive Effects on Technology Diffusion // *Journal of Marketing*, v. 50, July, pp.1-12.
4. Vargo S. L., Lusch R.F. (2011). It's all B2B...and beyond: Toward a systems perspective of the market // *Industrial Marketing Management* v. 40. P.181-187.
5. Бек М.А., Бек Н.Н. Причины низкой инновационной активности российского бизнеса и вызовы для управления инновационным развитием // *Менеджмент инноваций*, 2010, №4. С.272-284.

13 Technical Provision

Projector for lectures and seminars.



14 Academic Integrity

- 14.1 Each student in this course is expected to abide by the Higher School of Economics' Academic Honesty Policy. Any work submitted by a student in this course for academic credit will be the student's own work. For this course, collaboration is allowed in the group project.
- 14.2 You are encouraged to study together and to discuss information and concepts covered in lecture and the sections with other students. You can give "consulting" help to or receive "consulting" help from such students. However, this permissible cooperation should never involve one student having possession of a copy of all or part of work done by someone else, in the form of an e-mail, an e-mail attachment file, a diskette, or a hard copy. Should copying occur, both the student who copied work from another student and the student who gave material to be copied will both automatically receive a zero for the assignment. Penalty for violation of this Policy can also be extended to include failure of the course and University disciplinary action.
- 14.3 During examinations, you must do your own work. Talking or discussion is not permitted during the examinations, nor may you compare papers, copy from others, or collaborate in any way. Any collaborative behavior during the examinations will result in failure of the exam, and may lead to failure of the course and University disciplinary action.

15 Accommodations for Students with Disabilities

The Higher School of Economics is committed to ensuring equal academic opportunities and inclusion for students with disabilities based on the principles of independent living, accessible universal design, and diversity. I am available to discuss appropriate academic accommodations that may be required for student with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances. Students are encouraged to register with Disability Services Center to verify their eligibility for appropriate accommodations.