



**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

**Relationship marketing**

Master Education Program 38.04.02 «Marketing»

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## 1 Course Summary

This course is designed to promote one of the recent trends in Marketing science that has been developing for the past 20 years that is Relationship marketing. This course drives students' attention to the variety of business relations of a company with its suppliers and customers while achieving strategic marketing goals in modern context. Present course is also focused on Marketing concept development dynamic connected with new opportunities to achieve and enhance sustainable competitive advantages. By the time Relationship Marketing emerged Marketing became a completely interdisciplinary research area incorporating research tools from economics, sociology, psychology etc. Modern Marketing methodology is formed on the basis of strategic management, organization theory, marketing, general management etc.

This course is aimed at studying relationship marketing at the following perspectives:

1. Analyzing the marketing concept in dynamics that allows to define paths of the future development;
2. In-depth analysis of emerging management model in Russian market
3. Use of strategic tools and modern methodology of marketing;
4. Managerial innovation effectiveness analysis.

Relationship Marketing course examines the nature and role of relationships and networks in marketing strategy implementation, development and modification as well as the impact of relationship strategy on firm's marketing performance both in b2b and b2c markets.

### **The course intends to familiarize students with:**

- the nature and role of relationships between companies;
- the existing types of relationships in business-to-business markets and their characteristics;
- the framework of developing strategy in business market;
- the role of technology in relationships building and developing;
- the features of management of relationships with suppliers, distributors and customers;
- the nature and role of networks in today's business.

## 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 Master Program students 38.04.02 «Marketing» within the Course Relationship Marketing.

The Course Program has been developed in accordance with:

- National Curriculum 38.04.02 «Management»;
- Education Program 38.04.02 «Management»;
- University Academic Plan of the Education Program (approved in 2015).

## 3 Course Goals

Relationship Marketing course goals include:

- # Offer students a deep insight into new emerging area of Marketing theory
- # Analyze Relationship marketing concept in dynamics, forecasting its future development
- # Master in modern marketing tools and technologies
- # Obtain practical skills to establish and sustain partner relations of a customer oriented company.



### Students' Competencies to be Developed by the Course

The student is supposed to:

- Know the nature of interfirm relations, main principles of establishing and governing business relations
- Be able to analyze relationship portfolio, perform relationship and partner assessment
- Gain skills (experience) relationship strategy development and implementation

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 de- velopment of a competence
Organize research activity for business relations analysis	IC-M1.2 (M)	Possess methodology, methods and tools of Relationship Marketing	Lectons and seminars, case analysis
Organize consulting activity for business strategy development	IC-M1.2 (M)	Able to develop and implement strategies for business development with marketing tools	Lectons and seminars, case analysis

## 4 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 Master education. The course is elective for Specialization Strategic Marketing, Master Education Program 38.04.02 «Marketing».

The Course is to be based on the acquisition of the Strategic Marketing course.

## 5 Course Schedule

№	Topic	Total amount of hours	Classroom Activities			Self-Study
			Lec-tures	Semi-nars	Work-shops	
1	Introduction to Relationship Marketing (RM). Vector of Marketing – Management development	12	4	-	-	8
2	Variety of RM definitions and their classification	12	4	-	-	8
3	From exchange to relations: paradigm shift in marketing	12	4	-	-	8
4	Marketing: Sales and Production coordination	12	4	-	-	8
5	Managing customer relations as an unique business asset	12	4	-	-	8
6	Partner relations in supply chain	14	2	4	-	8
7	Relations in distribution channels	22	2	8	-	12
8	Internal cooperation as a competitive advantage	22	2	8	-	12
9	Main relationship management models	22	2	8	-	12
10	Relationship chain management: balancing production and consumption. Business case analysis	20	0	8	-	12
11	Future of a company oriented towards building relations	20	0	8	-	12
	Total	180	28	44	-	108



### Forms and Types of Evaluation

Type of testing	Form of testing	2 year	Parameters **
		2	
	Colloquium	*	Discussion, individual questions
Intermediate	Class assignment	*	Individual presentation, group presentation
Final	Test	*	Written exam, 120 min.

## 5.1 Grading Criteria

### Forms of current evaluation:

#### a) participation in lectures and contribution:

- Students will be encouraged to actively participate in class discussions, challenge each other and the lecturer and be prepared to defend their own arguments.
- At the beginning some seminars (first 15 minutes) all students will write a small class assignment based on the question from the lectures.

#### b) individual project

- Each student should prepare a Power Point presentation (20 minutes) about peculiarities of relationship marketing practices with the emphasis to any topic from the course and illustrate it on the base of particular company experience. The company chosen as an example should be from his/her native country.
- Each project presentation has to start with the clear objective and problem definition to be analyzed and include structured outcomes and conclusions both theoretical and practical.

#### c) group project

- Each project includes: Power Point presentation (25-30 minutes) and Handouts (if possible).
- Students should form 3 working groups of 3-4 people, choose one company you will take as an example and work out a relationship marketing strategy based on all the topics covered during the course. Finally, you will have to make a presentation with you findings.

### Form of final evaluation

The *final written exam* will consist of a selection of questions based on all course issues and materials (relevant textbook chapters, lectures, cases discussed etc.)

### Grading policy

Participation and contribution	20%
Colloquium	10%
Individual project	15%
Group project	15%
Final exam	40%

Current testing grading has 10-point scale.



## 6 The Course Content

<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 8 hrs</p>	<p><b>Topic 1. Introduction to Relationship Marketing (RM). Vector of Marketing – Management development: Antecedents of Relationship Marketing</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Relationships</li><li># New dominant logic</li><li># New instruments (tools)</li><li># New competences</li><li># The changing role of marketing</li><li># The changes within the marketing</li><li># Positive and critical issues of new dominant logic</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Tretyak Olga (2005) Marketing: New perspective for management model. INFRA-M pp.22-26, 61-87.</li><li>2. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 25-68.</li><li>3. S.L.Varge &amp; R.F. Lusch. Evolving to a New Dominant Logic for Marketing (2004) Journal of Marketing. Vol.68. January. P.1-17</li><li>4. Tretyak O.A. Evolution of Marketing: Stages, Priorities Conceptual Base and Dominant Logic. (2006) Russian Management Journal V.4 #2. P.129-144</li></ol>
<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 8 hrs</p>	<p><b>Topic 2. Variety of RM definitions and their classification</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Core firm and its relationships</li><li># Managing and controlling the relationships</li><li># Customer relationship management (CRM)</li><li># Direct marketing</li><li># Internet marketing</li><li># Strategic and operational level of relations</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 35-48.</li><li>2. J.Egan. Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall, 2004.P. 19-26.</li><li>3. Webster F. (1992). The changing role of marketing in the corporation. Journal of Marketing 56 (4); 1-17.</li></ol>
<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 8 hrs</p>	<p><b>Topic 3. From exchange to relations: paradigm shift in marketing</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Relationships economics</li><li># Customer value creation</li><li># Customer lifetime value</li><li># Cost of customer attraction and retention</li><li># Commitment and trust in relationships</li></ul>



	<p>Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 136-150</li><li>2. J.Egan. Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall, 2004. pp. 56-80.</li><li>3. Tretyak Olga (2005) Marketing: New perspective for management model. INFRA-M pp.65-87</li><li>4. Morgan R.M., Hunt Sh.D. (1994) The Commitment-trust theory of Relationship marketing Journal of Marketing V.58#3. pp.20-38</li></ol>
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<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 4 hrs</p>	<p><b>Topic 4. Marketing: Sales and Production coordination</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># New perspectives in Marketing</li><li># Approaches to relationship classification</li><li># Supplier relations</li><li># Horizontal relations</li><li># Customer relations</li><li># Internal relations</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. J.Egan. Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall, 2004.P. 125-128.</li><li>2. Morgan R.M., Hunt Sh.D. (1994) The Commitment-trust theory of Relationship marketing Journal of Marketing V.58#3. pp.20-38</li><li>3. Tretyak O.A. Evolution of Marketing: Stages, Priorities Conceptual Base and Dominant Logic. (2006) Russian Management Journal V.4 #2. P.129-144</li></ol>
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<p>Date: Time: Auditorium: Lectons: 4 hrs Seminars: 4 hrs Self-study: 8 hrs</p>	<p><b>Topic 5. Managing customer relations: unique business asset</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Customer as the main asset of the company</li><li># Contents of customer relations for a modern company</li><li># Customer relations in industrial markets</li><li># Key relationship indicators</li><li># Customer portfolio analysis</li><li># Customer relationship costs</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Ford D et al. Managing Business Relationship – WILEY.2000. New York. P.151-180</li><li>2. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 136-150</li><li>3. Parvatiyar, A.,Sheth, D. The Domain and Conceptual Foundations of Relationship Marketing // Hand Book of Relationship Marketing. - CA: Sage Publications, 2000. P. 3-38.</li></ol>
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<p>Date: Time: Auditorium: Lectons: 4 hrs Seminars: 4 hrs Self-study: 7 hrs</p>	<p><b>Topic 6. Partner relations in supply chain</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Supplier relationships analysis</li><li># Power distribution</li><li># High and low supplier involvement</li><li># Main strategies for supplier relationship management</li><li># Network approach to supplier relations analysis</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Ford D et al. Managing Business Relationship – WILEY. New York. 2000. P.109-148.</li><li>2. Gadde L.E., Hakansson H. Supply Network Strategies. – WILEY. New York. 2001. P.135-153, 86-94</li><li>3. Tretyak Olga (2005) Marketing: New perspective for management model. INFRA-M pp. 337-376.</li><li>4. Baraldi E., Stromsten T. Embedding, producing and using low weight: Value creation and the role of the configuration of resource interfaces in the networks around IKEA's lack table and Holment's newsprint // The IMP Journal. 2006. V.1, № 1. P.52-96.</li><li>5. Gadde L, Snehota I. Making the most supplier relationships // Industrial Marketing Management. 2000. P. 305-316.</li></ol>
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<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 5 hrs</p>	<p><b>Topic 7. Relations in distribution channels</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Network approach to distribution</li><li># Nature of distribution nets</li><li># Multidimensional relations</li><li># Distribution channel management</li><li># IKEA business case</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Ford D et al. Managing Business Relationship – WILEY. New York. 2000. P.181-221.</li><li>2. Tretyak Olga (2005) Marketing: New perspective for management model. INFRA-M pp. 337-358.</li><li>3. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 315-327</li><li>4. Parvatiyar, A., Sheth, D. The Domain and Conceptual Foundations of Relationship Marketing // Hand Book of Relationship Marketing. - CA: Sage Publications, 2000. P. 209 - 244.</li></ol>
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<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 5 hrs</p>	<p><b>Topic 8. <i>Internal cooperation as a competitive advantage</i></b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># How internal cooperation becomes a competitive advantage</li><li># Value creation as the result of internal collaboration</li><li># Managerial tools stimulating collaboration</li><li># Internal company as a way to customer-oriented company</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 315-327</li><li>2. Hansen M.T., Nohria N. How to Build Collaborative Advantage // Sloan Management Review. Fall 2004. 22-31.</li></ol>
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<p>Date: Time: Auditorium: Lectons: 2 hrs Self-study: 5 hrs</p>	<p><b>Topic 9. <i>Main relationship management models</i></b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Portfolio approach to relationship management</li><li># Portfolio analysis models</li><li># Creation and implementation of a relationship management strategy</li><li># Partner coordination in a partnership</li><li># Relationship management structure in a company</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 115-148</li><li>2. Ford D et al. Managing Business Relationship - WILEY. New York. 2000. P.181-221.</li><li>3. Dayer J, Singh H. The relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage // Academy of Management Review. 1998. V.23. P.660-679.</li></ol>
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<p>Date: Time: Auditorium: Lectures: 2 hrs Seminars: 4 hrs Self-study: 6 hrs</p>	<p><b>Topic 10. Relationship chain management: balancing production and consumption. Business case analysis</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># Consumer relations as a basis for building and sustaining company's relationship</li><li># Relationship management process</li><li># New skills and qualifications for employees</li><li># Relationship marketing performance indicators</li><li># Business practice in Russia</li></ul> <p>Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 115-148</li><li>2. Loginov A., Kostuhin P Relationship marketing practice in Russia. Wimm-Bill-Dann practice. // Marketing and Marketing research in Russia 2000, №4 (28). pp.106-110.</li></ol>
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<p>Date: Time: Auditorium: Lectures: 4 hrs Self-study: 4 hrs</p>	<p><b>Topic 11. Future of a company oriented towards building relations</b></p> <p>Key points:</p> <ul style="list-style-type: none"><li># The main management challenges</li><li># The plan of management renovation</li><li># For and against relationship marketing</li></ul> <p># Reading:</p> <ol style="list-style-type: none"><li>1. Gordon Ian H. (2001) Relationship Marketing. Piter. pp. 347-365</li><li>2. J.Egan. Relationship Marketing. Exploring relational strategies in marketing. - Prentice Hall, 2004. pp. 248-258. 1.Moller, K.,Halinen,A. Relationship Marketing Theory: Its Roots and Direction // journal of Marketing. 2000. Vol.16. P.29-54.</li></ol>
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## 7 Educational Technologies

Present course includes lectures, projects, group work, presentations, case studies, paper analysis and discussion.

### 7.1 Teacher's Guidelines

Teacher's Guidelines (materials) are given optionally by the Author. Teacher's Guidelines (materials) can take the form of an application to the Course program and should specify the means and methods that facilitate the teaching procedures.

### 7.2 Students' Guidelines

Students' Guidelines are given optionally by the Author. Students' Guidelines can take the form of an application to the Course program and should specify the learning activity especially in terms of self-study (independent work).

## 8 Methods and Materials for Current Evaluation

### 8.1 Current Testing Assignments

Examples of questions / assignments for the colloquium:

1. Comparative analysis of classical and network approaches in marketing-management.
2. Practical applications of the network development strategies.
3. Cost for customer attraction and retention. Customer value creation.
4. Trust and commitment theory.

Topics for the colloquium:

1. Cost for customer attraction and retention. Customer value creation.
2. Customer lifetime value.
3. Trust and commitment
4. Organizational structures for relationship marketing

Topic for the colloquium is approved by a teacher individually for each student.

### 8.2 Questions for Assessment of Quality of the Course Acquisition

A sample list of questions to the Quiz (Exam) on the entire Course.

1. Evolution of the marketing concept: main stages and directions
2. Relationship marketing: various approaches to definition
3. Network approach in marketing
4. Resource allocation and adaptation in a network & etc.

### 8.3 Examples of assignments for the intermediate / final testing

These are given optionally by the Author. The students are given the examples of cards with questions and tasks, assignments for exams or quiz, practice tests.

## 9 Grading Procedures

The teacher assesses the performance of students at seminars and workshops: Group discussion engagement, individual questions, case solving. 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 or final testing -  $O_{classwork}$ .

The teacher assesses the students' independent work (self-study): assignments for which are given during seminars, the quality of topic presentation during discussions.

### Forms of current evaluation:

#### a) participation in lectures and contribution:

- Students will be encouraged to actively participate in class discussions, challenge each other and the lecturer and be prepared to defend their own arguments.
- At the beginning some seminars (first 15 minutes) all students will write a small class assignment based on the question from the lectures.

#### b) individual project

- Each student should prepare a Power Point presentation (20 minutes) about peculiarities of relationship marketing practices with the emphasis to any topic from the course and illustrate it on the base of particular company experience. The company chosen as an example should be from his/her native country.
- Each project presentation has to start with the clear objective and problem definition to be analyzed and include structured outcomes and conclusions both theoretical and practical.

#### c) group project

- Each project includes: Power Point presentation (25-30 minutes) and Handouts (if possible).
- Students should form 3 working groups of 3-4 people, choose one company you will take as an example and work out a relationship marketing strategy based on all the topics covered during the course. Finally, you will have to make a presentation with you findings.

### Form of final evaluation

The *final written exam* test will consist of a selection of questions based on all course issues and materials (relevant textbook chapters, lectures, cases discussed etc.)

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 final testing –  $O_{homework}$ .

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

$$O_{final} = 0,40 \cdot O_{test} + 0,1 \cdot O_{colloquium} + 0,15 \cdot O_{individual\ presentation} + 0,15 \cdot O_{group\ presentation} + 0,2 \cdot O_{class\ work}$$

## 10 Teaching Methods and Information Provision

### 10.1 Core Textbook

Gordon Ian H. (2001) Relationship Marketing. Piter.

### 10.2 Required Reading

Egan John (2004) Relationship marketing. Exploring relationship strategies in marketing. Prentice Hall.

Tretyak Olga (2005) Marketing: New perspective for management model. INFRA-M

### 10.3 Supplementary Reading

Achrol R. S., Kotler P. 1999. Marketing in the network economy. *Journal of Marketing*. 63 (Special Issue): 146–163.

Anderson J., Håkansson H., Johanson J. 1994. Dyadic business relationships within a business network context. *Journal of Marketing* 58 (4): 1–15.

Anderson J. C., Narus J. A. 1984. A Model of the Distributor's Perspective of Distributor-Manufacturer Working Relationships. *Journal of Marketing* 48 (4): 62–74.

Anderson J. C., Narus J. A. 1990. A model of distributor firm and manufacturer firm working partnership. *Journal of Marketing* 54 (1): 42–58.

Anderson J. C., Narus J. A. 1991. Partnering as a focused market strategy. *California Management Review* 33 (3): 95–113.

Bensaou M. 1999. Portfolios of buyer-supplier Relationship. *Sloan Management Review* 40 (4): 35–44.

Bruhn M. 2003. Relationship Marketing: Management of Customer Relationships. Pearson Education, Ltd.

Christopher M., Payne A., Ballantyne D. 1991. Relationship Marketing: Bringing Quality, Customer Service and Marketing Together. Butterworth-Heinemann: Oxford.

Christopher M., Payne A., Ballantyne D. (eds). 2002. Relationship Marketing: Creating Stakeholder Value. Butterworth Heinemann: Oxford; UK.

Dyer J., Cho D., Chu W. 1998. Strategic supplier segmentation: text «best practice» in supply chain management. *California Management review* 40 (2): 57–76.

Dyer J., Hatch N. 2004. Using supplier Using supplier networks to learn faster. *Sloan Management Review* 45 (3): 57–63.

Ford D. (ed.). 1990. Understanding Business Markets. Interaction, Relationships and Networks. Academic Press: London.

Ford D. I., Gadde L.-E., Håkansson H., Snehota I. 2003. Managing Business Relationships. 2nd ed. John Wiley & Sons: Chichester, UK.

Gadde L., Håkansson H. 1994. The changing role of purchasing: reconsidering three strategic issues. *European Journal of Purchasing and Supply Management* 1 (1): 27–35.

Gadde L.-E., Snehota I. 2000. Making the most of supplier relationships. *Industrial Marketing Management* 29 (4): 305–316.

Grönroos Ch. 1994a. From marketing mix to relationship marketing: towards a paradigm-shift in marketing. *Asia-Australia Marketing Journal* 2 (1): 9–24.

Grönroos Ch. 1994b. Quo vadis, marketing? Toward a relationship marketing paradigm. *Journal of Marketing Management* 10 (5): 347–360.

Grönroos Ch. 1997. Value-driven relational marketing: from products to resources and competences. *Journal of Marketing Management* 13 (5): 407–419.

Gummesson E. 1987. The new marketing: developing long-term interactive relationships. *Long Range Planning* 20 (4): 10–20.

Gummesson E. 1994. Making relationship marketing operational. *International Journal of Service Industry Management* 5 (5): 5–20.



Gummesson E. 1999. *Total Relationship Marketing: Rethinking Marketing Management from 4Ps to 30 Rs*. Butterworth Heinemann: Oxford.

Håkansson H., Snehota I. 1995. *Developing Relationships in Business Networks*. Routledge: London.

Miles R., Snow C. 1992. Causes of failure in network organizations. *California Management Review* (4): 53–72.

Mohr J., Spekman R. 1994. Characteristics of partnership success: partnership attributes, communication behavior, and conflict resolution techniques. *Strategic Management Journal* 15 (2): 135–152.

Möller K., Halinen A. 1999. Business relationships and networks: managerial challenge of network era. *Industrial Marketing Management* 28 (5): 413–427.

Möller K., Halinen A. 2000. Relationship marketing theory: Its roots and direction. *Journal of Marketing Management* 16 (1–3): 29–54.

Parvatiyar A., Sheth J. N. 2000. The domain and conceptual foundations of relationship marketing. In: Sheth J. N., Parvatiyar A. (eds). *Handbook of Relationship Marketing*. Sage Publications, Inc.: Thousand Oaks, CA; 3–38.

Prahalad C., Ramaswamy V. 2000. Co-opting customer competence. *Harvard Business Review*. January — February: 79–90.

Sheth J. N., Parvatiyar A. 2000. The evolution of relationship marketing. In: Sheth J. N., Parvatiyar A. (eds). *Handbook of Relationship Marketing*. Sage Publications, Inc.: Thousand Oaks, CA; 119–148.

Walter A., Ritter T., Gemünden H. G. 2001. Value creation in buyer-seller relations. *Industrial Marketing Management* 30 (4): 365–377.

Webster F. E., Jr. 1992. The changing role of marketing in corporation. *Journal of Marketing* 56 (4): 1–17.

Weitz B., Jap S. 1995. Relationship marketing and distribution channels. *Journal of Academy of Marketing Science* 23 (4): 305–320.

#### 10.4 Directories, dictionaries, encyclopedias

All of the readings recommended above are available at the HSE Library. Books and articles are also available as electronic copies via HSE Library ([library.hse.ru](http://library.hse.ru)). For external access additional registration is required.

#### 10.5 Software

Microsoft Office (2007 and up).

### 11 Technical Provision

Present course is conducted with the use of following equipment: laptop and projector for lectures and group project presentations.

#### 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 following instances: *group discussion in class*.

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.

## **12 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.