



**MASTER PROGRAMME IN**

# **STRATEGIC MARKETING**

**ROMANIAN-AMERICAN UNIVERSITY**

**ROMANIAN - AMERICAN UNIVERSITY**  
**School of Management-Marketing**

**Master in Strategic Marketing**  
TAUGHT in ENGLISH

**A Masters course is an academically rigorous programme during which you explore your subject in depth, reaching a high level of specialist knowledge. You draw on knowledge and skills from your undergraduate study or your professional life to produce work of a high academic standard, informed by current thinking and debate.**

A postgraduate qualification is a major achievement and greatly valued by employers. Recent surveys show that higher degree graduates are more likely to obtain jobs at professional or managerial level and less likely to be unemployed. For some jobs a postgraduate qualification may be essential, for others it offers a competitive edge. Our graduates go into a variety of jobs, where the key employability skills and knowledge they have gained through postgraduate study are put to good use.

The **Master in Strategic Marketing** is a two-year programme. The knowledge attained during the classes and the skills developed during this programme will render a better-informed and prepared individual. The graduate will be able to tackle a wide variety of marketing aspects, beginning with market comprehension and targeting, continuing with positioning and ending with marketing metrics.



For the evaluation of the students, the School of Domestic and International Business, Banking and Finance applies the methodology of the Romanian-American University, included in the Regulations on the professional activity of students and it relies on two criteria: **attendance** and **performance**.

Each academic year is divided into 2 semesters. The curriculum provides minimum 60 transferable study credit points (30 credit points per semester). There is a total of four semesters in two years. A semester typically has 14 weeks. The 4th semester has 11 weeks + 3 allocated for internships and completion of the dissertation project.

The curriculum includes compulsory subjects and elective subjects (starting with the first year of study, the 2nd semester). Elective subjects are grouped together in tracks providing the students with additional training, according to the selection made in the first year.

### **Compulsory subjects:**

- ▶ Marketing Research and Data Analysis
- ▶ Integrated Marketing Communication
- ▶ Global Marketing Management
- ▶ Customer Experience Management
- ▶ Managing Brands and Customer Equity
- ▶ Segmentation and Positioning Strategies
- ▶ Digital Marketing Management
- ▶ Supply Chain Strategy
- ▶ Pricing and Sales Management Strategy
- ▶ Measuring Marketing Effectiveness
- ▶ Marketing Planning - Decision Making
- ▶ Marketing Innovation Lab
- ▶ Integrated Research and Consultancy Project
- ▶ Strategic Marketing Simulation
- ▶ Specialized Internship
- ▶ Dissertation Project Preparation

### **Elective subjects:**

- ▶ Business Negotiation
- ▶ Design Factory - Developing Innovation
- ▶ Psychology of Culture
- ▶ Presentation Skills
- ▶ Ethics and Leadership
- ▶ Growth Strategies for Banks and Companies Adjusted to Emerging Markets
- ▶ Reality Test Labs: Testing Entrepreneurial Ideas – Workshop
- ▶ The Art of Networking: Be a Best Performer
- ▶ Project Management
- ▶ Start-up Garage: Tuning the Entrepreneurial Process – Workshop
- ▶ Doing Business with Asian Countries
- ▶ Organizing for Business and Politics: Communicating via the Social Media

# CURRICULUM

## 1ST YEAR, 1ST SEMESTER MARKET ANALYSIS AND ASSESSMENT

### COMPULSORY SUBJECTS

#### **MARKET RESEARCH AND DATA ANALYSIS**

**6 credit points, 2 hours course and 2 hours seminar**

The course content aims at transferring the information and knowledge needed for an integrated approach on data collection. At the same time, the course addresses a number of methods of analysis and interpretation of data, with the aim of substantiating decisions to streamline marketing activities.

#### **GLOBAL MARKETING MANAGEMENT**

**6 credit points, 2 hours course and 1 hour seminar**

The purpose of the course is to deal with the problem of how to develop marketing strategies, at international and global level, efficient for different companies acting on the global market. Among the topics to be discussed we can mention: the study of cultural and political differences, strategies of adaptation and standardization, etc.

#### **MANAGING BRANDS AND CUSTOMER EQUITY**

**6 credit points, 2 hours course and 1 hour seminar**

The course is designed to provide updated information, concepts, professional instruments and terminology, needed for the development of brand performance, ensuring durability and uprightness of the brand, dealing both with the internal and external brand management, but also with the "bottom to top" and "top to bottom" brand management.

#### **INTEGRATED MARKETING COMMUNICATION**

**6 credit points, 2 hours course and 1 hour seminar**

The course aims to familiarize students with the peculiarities of integrated marketing communication, as well as vocational skills development, implementation, control and evaluation of the strategic plan of integrated marketing communication. The topics addressed allow acquisition of relevant, up-to-date knowledge about integrated communication, such as how to achieve an effective mix of techniques, instruments and communication media, with a view to increasing the probability of success of the plan, information regarding how it can provide a consistent message, across all communication techniques, so that a coherent integrated communication plan is built.

#### **CUSTOMER EXPERIENCE MANAGEMENT**

**6 credit points, 1 hour course and 2 hours seminar**

The course aims at transferring knowledge for an understanding of the consumer in the present context. At the same time, through the topic, the students will deal with ways of applying the acquired knowledge in view of the cooperation with the consumer in the process of value creation.

# 1ST YEAR, 2ND SEMESTER STRATEGIC MARKETING DECISIONS

## COMPULSORY SUBJECTS

### **SEGMENTATION AND POSITIONING STRATEGIES**

**5 credit points, 2 hours course and 1 hour seminar**

The content of the course is structured so that it facilitates a clear understanding of the market structures. At the same time, it allows the clear identification of the formative elements of the offer with significant impact on the market and the criteria for the homogenous structures shaping the final and intermediary markets consumption.

### **DIGITAL MARKETING MANAGEMENT**

**5 credit points, 2 hours course and 1 hour seminar**

Through its topics, the course tries to stimulate knowledge about the ways of development, testing, implementation and evaluation of integrated digital marketing strategies and tactics. At the same time, it leads to the development of a strategic creative thinking, for the identification and creation of innovative solutions as part of the digital marketing activities.

### **SUPPLY CHAIN STRATEGY**

**5 credit points, 2 hours course and 1 hour seminar**

The course allows access to a solid database of updated knowledge, concepts, instruments and professional terminology, needed for the appropriate approach of the offer chain, as a philosophy for the firm; the offer chain needs implementation of technologies, clear business processes, data standards and identification, collaboration being the result of the offer chain strategy.

### **PRICING AND SALES MANAGEMENT STRATEGY**

**5 credit points, 1 hour course and 2 hours seminar**

The course ensures acquisition of the ability to use the acquired knowledge in proposing specific price strategic elements, able to lead to a competitive advantage. The selective topics comprise analyses regarding pricing and general sales strategies of the organization, evaluation of the updated sales management strategies, proposals submission regarding improvements, development and implementation of models regarding price strategies, with a view to increasing organizational competitiveness.

### **MEASURING MARKETING EFFECTIVENESS**

**5 credit points, 1 hour course and 2 hours seminar**

The course ensures acquisition of the competences needed for the efficiency and measurement of marketing activities. Among the topics covered we should mention: the study of the financial criteria for the measurement of the marketing activities, measurements systems of the marketing effectiveness, use of the indicators of measuring the marketing activity, with a view to increasing innovation capacities of the organizations, etc.

## ELECTIVE SUBJECTS

### **BUSINESS NEGOTIATION**

**5 credit points, 1 hour course and 2 hours seminar**

The course offers information regarding the identification of the stages, formalities and techniques, specific to the initiation, training, organization and unfolding of the international trade negotiations. Through its topics, the course aims at highlighting the intercultural feature needed in international negotiations, strategies, techniques and tactics of negotiation, etc. for the increase and stimulation of the practical abilities, the course restores situations similar to the real ones.

### **DESIGN FACTORY- DEVELOPING INNOVATION**

**5 credit points, 2 hours course**

The purpose of this Business Creation workshop is to actively explore and learn ways to exploit opportunities to set up one's own enterprise. A dream or idea is an opportunity when it contains: attractiveness, durability and is available at the right time. However, these qualities need to be anchored in a product or service that adds value for its buyer or end-user. A dream or idea must face the challenge of the objective environment. This discovery process consists of 4 stages. Each stage develops different competences to gain a readiness for the entry in entrepreneurship. The first stages set out to prepare for the creativity and product development process. The last two aim for the conversion of the developed ideas into entrepreneurial activities.

### **PSYCHOLOGY OF CULTURE**

**5 credit points, 2 hours course**

The study of human psychology is incomplete without understanding the cultural, historical and social factors involved in human functioning. This course considers the ethnic and cultural variations that exist in human behavior, thought and action.

The course is intended as a broad introduction to aspects of culture, cultural diversity, and cultural identities as they pertain to psychological functioning. The course will feature lectures and in-class activities where students will be asked to draw upon their own personal history and analysis of course concepts.

### **PRESENTATION SKILLS**

**5 credit points, 2 hours course**

This course aims to develop students' communication and language skills in order to plan and deliver an effective presentation. Students will be taken systematically through the key stages of giving presentations, from planning and introducing to concluding and handling questions. Students will experience not only how to give an effective presentation, but also how to become an effective listener.

## 2ND YEAR, 1ST SEMESTER APPLIED STRATEGIC MARKETING

### COMPULSORY SUBJECTS

#### **MARKETING PLANNING – DECISION MAKING** **6 credit points, 2 hours course and 2 hours seminar**

Through its content, the course aims at developing marketing planning abilities, by dealing with a set of concepts, useful in adopting decisions and developing coherent marketing strategies. Master students will acquire knowledge for the implementation of the marketing instruments and processes, through applications, case studies, as part of the different economic fields.

#### **INTEGRATED RESEARCH AND CONSULTANCY PROJECT** **9 credit points, 2 hours project seminar**

The course aims at transmitting all the needed information for the clear understanding of the decisional marketing problems and for the formulation and accomplishment of a research project. The unfolding of the topics covered ensures implementation of the relevant information into a research project, as well as project design and execution, in accordance with the specific situation.

#### **MARKETING INNOVATION LAB** **9 credit points, 2 hours project seminar**

The course will be able to build a leading way of thinking. The lab is considering application of innovative techniques, going beyond brand awareness generation respectively, empowering the best clients and promoters, who will help in the process of innovation of the business model. Master students will gain experience that will help them integrate marketing innovation in their future marketing endeavors, being better prepared for the labor market and capable to define marketing innovative processes.

### ELECTIVE SUBJECTS

#### **THE ART OF NETWORKING** **6 credit points, 2 hours course**

Networking is one of the oldest activities of mankind. Those who succeed in it are the leaders and best performers. Today, more than ever, we are all interconnected, there is no local market, everything affects everybody, so the market is global. In this world of social networks and collaborative tools, networking is a decisive skill that can save your organization and also your own career. In this course participants will have access to tools and techniques which will give them the possibility of being a true networker, getting access to more business and career opportunities.

The main topics of the course are:

- Getting opportunities through your network.
- How to manage a network of contacts effectively.
- How to create network opportunities.
- How to be an international networker.
- Effective communication.

### **ETHICS AND LEADERSHIP**

**6 credit points, 2 hours course and 1 hour seminar**

During the course, we will examine the ethical dilemmas of leadership, the foundations and context of moral choice, the moral implications of decision-making within public organizations and the impact upon staff, morale, personal integrity and citizens. In doing so, our purpose is to make visible the ethical challenges and decisions criteria facing leaders, to explore the leadership role in sharing the organization's ethical culture, and to examine governmental alternatives.

### **GROWTH STRATEGIES FOR BANKS AND COMPANIES ADJUSTED TO EMERGING MARKETS** **6 credit points, 2 hours course**

The course will address a number of critical issues experienced in the process of growing a company/bank post crisis in emerging markets, as follows:

- ▶ Defining sustainable growth, the concept and formulae.
- ▶ On above average growth and how to achieve it.
- ▶ Sustainable growth.

The workshop is utterly interactive with real and current examples from the consultant's own portfolio of corporate clients.

### **REALITY TEST LABS: TESTING ENTREPRENEURIAL IDEAS – WORKSHOP** **6 credit points, 2 hours course**

Business Modeling organizes and transforms thinking processes, ideas and opportunities, capabilities, activities, and actions around consumers' or customers' demands into effective and efficient operations. Demands are transformed into value propositions (value promises) that create value expectations in the market (places where demand and supply meet). Value proposition is the key to "beat the competition". The workshop also allows you to learn how to construct "competitive advantage" that can be maintained over time. Successful meetings and exceeding expectations are the core to "value extraction" not only "in exchange" but even better "in use".

This workshop will take you through the entrepreneurial process that leads from commercialization of the dream to the design of an enterprise. The organization and transformation of ideas into successful enterprises is the core of the workshop. The workshop will guide you through the 4 distinct stages that make up the path of enterprise design or business modeling. Your design work will lead you through blueprinting and mirroring successful enterprises.

## **2ND YEAR, 2ND SEMESTER MARKETING EXCELLENCE PROJECT**

### **COMPULSORY SUBJECTS**

#### **SPECIALIZED INTERNSHIP**

**10 credit points, total 90 hours**

The course aims to be a practical activity realized in specialized institutions, during a period of 3 weeks (5 days\* 6h/day), determined by the structure of the university year. Evaluation of the activities takes place in an oral examination with a grade from 1 to 10. The grade is important for the graduation and averaging.

## **STRATEGIC MARKETING SIMULATION**

### **5 credit points, 2 hours project seminar**

The course aims at offering master students options for approaching complex strategic marketing situations in an interactive way, facilitating knowledge transfer through marketing simulation. During the course, master students will be able to initiate and develop teamwork abilities, knowledge for the use of strategic marketing instruments, in simulated environments, which will improve presentation skills.

## **DISSERTATION PROJECT PREPARATION**

### **10 credit points, 2 hours project seminar**

The course aims to be a practical training activity, aimed at enhancing specialized knowledge, especially in the field of marketing, developing practical abilities, and knowledge about company realities. Master thesis preparation represents in fact an applied synthesis, with the scope of demonstrating general and specialized competencies acquired by the graduate along the master program.

## **ELECTIVE SUBJECTS**

### **START-UP GARAGE: TUNING THE ENTREPRENEURIAL PROCESS – WORKSHOP**

#### **5 credit points, 2 hours course**

Tuning processes are concerned with the sensitivity of bringing all elements of a system – a company – into an optimal contribution to the performance that a company has been chosen. Those elements include the human, the technical and the resources. To start the race for excellent performance the perfect combination between rational thinking and intuition, the choice of the right resources and the right "slot" between all resources must be established. That will take a lot of experience. This workshop is a good "start-up" for gaining valuable and necessary competences.

This workshop will take students through the entrepreneurial process that tunes all available resources - human, technical and financial - into a high performing and excellently operating organization: their company. The organization and transformation of ideas into a successful start-up enterprise is the core of the workshop. The workshop will guide students through the disciplined process of developing a successful start-up.

### **ORGANIZING FOR BUSINESS AND POLITICS: COMMUNICATING VIA THE SOCIAL MEDIA**

#### **5 credit points, 2 hours course**

The main topics of the course, Organizing for Business and Politics: Communicating via the Social Media are:

- Knowledge Pills Methodology.
- Informal and formal training.
- Using social networks.
- Using multimedia to capture tacit knowledge.
- How to implement the Knowledge Pills Methodology in any kind of organization.
- Improving service to internal and external customer.
- During the course the learning experience is created through the analysis and solving of real issues.

## **PROJECT MANAGEMENT**

**5 credit points, 2 hours course and 2 hours seminar**

Project management course It is designed to:

- ▶ Develop knowledge of issues in strategic project management from both academic and professional perspectives.
- ▶ Develop a significant range of principal and specialist skills, techniques and practices in the domains of project management.
- ▶ Develop effective communication and efficient working skills with colleagues and staff in a variety of tasks, demonstrating extensive appropriate levels of autonomy and responsibility.

The course also provides a better understanding of how the student must prepare the theoretical and practical information in the thesis, how to access the best information resources, how to avoid plagiarism and so on.

## **DOING BUSINESS WITH ASIAN COUNTRIES**

**5 credit points, 2 hours course**

The course provides an overview of various aspects of doing business in Asian countries. The implications of political, socio-economic, and cultural environment for developing successful business strategies will be discussed with reference to selected countries.