

MACQUARIE UNIVERSITY



MACQUARIE
UNIVERSITY ~ SYDNEY

COLLEGE OF COMMERCE

Division of Economic and Financial Studies

Business Department

Unit Outline, 2005.

BBA313

Marketing Management: Effectiveness and Efficiency

UNIT CONVENOR: June Buchanan

LECTURE/TUTORIAL: Tuesday, 5.00pm to 8.00pm

LOCATION: C5C T2

PREREQUISITES: Entry into BBA; BBA203; BBA213

Students should read the unit outline carefully at the beginning of the semester. It contains important information about the unit. If anything is unclear, please consult the unit convenor.

MACQUARIE UNIVERSITY
COLLEGE OF COMMERCE
DIVISION OF ECONOMIC AND FINANCIAL STUDIES
Business Department
BBA 313 - MARKETING MANAGEMENT: EFFECTIVENESS AND
EFFICIENCY

About this Unit

Your previous marketing units have introduced the detail of product, pricing, distribution and communications issues for individual management decision making. As you conclude your degree and the marketing elective, this subject brings together the marketing mix and allows you to understand how they work together to maximize marketing objectives and ultimately provide a return to shareholders.

This unit will provide an understanding of the creation of shareholder value, by identifying emerging opportunities, putting together marketing strategies that allow firms to grow and build lasting relationships with customers.

Teaching Staff

Convenor: June Buchanan
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Consultation Time: Tuesday 2-4pm.

Classes

LECTURE TIME: Tuesday, 5.00pm to 8.00pm
LOCATION: C5C T2

Learning Outcomes

The objectives of this unit are:

- To develop an understanding of the process of identifying, evaluating, and implementing a marketing orientation and associated strategies.
- To understand the interfunctional processes of marketing functions in the marketing strategy and implementation processes.
- To develop decision making skills in marketing.

- To understand how to measure the contribution of marketing to the overall organizational performance.
- To develop an understanding of the factors behind marketing mistakes.

The course has three components: Marketing Management Theory, Case Study Analysis, and Marketing Planning (for a real product). When combined, the above objectives can be achieved.

Relationship between Assessment and Learning Outcomes

There will be five items of assessment including both group and individual work.

- | | | |
|----|---|----------|
| 1. | Group Case Presentation | 10 marks |
| 2. | Group Marketing Plan | 20 marks |
| 3. | A Literature Review of 5 Journal Articles | 20 marks |
| 4. | Final Examination (<i>which you must pass to pass the unit</i>) | 50 marks |

The assessment items are all described below.

- | | | |
|-----------------|---|-------------------|
| 1. | Case Presentation | (10 marks) |
| Due: | The date of your allocated presentation | |
| Length: | 45 minutes + overheads used | |
| Content: | Creative, entertaining, unusual formats are rewarded | |

In Week One you will nominate your groups and be allocated a group presentation from the text, Hartley, *“Marketing Mistakes and Successes”* (9th edition). For this group presentation you are to present the case for 45 minutes. This component is worth 10 marks.

The presentation:

This will be completed in groups of four to six students. It will be a vehicle for participants to demonstrate their understanding and apply the concepts introduced to you in the many marketing subjects to which you have been exposed. Marks for the presentation will be awarded for creativity, entertainment (and keeping the audience awake in the evening lectures), the appropriate use of visual aids and other means of presenting your analysis of the case. Presentations are expected to be 30-40 minutes each, with an additional 5-10 minutes for discussion and questions. Your allotted time is 45 minutes in total.

You will complete this task by predominantly drawing on the case in the text, developing a synopsis of the case, and answering several of the set questions. There are also “Issue Boxes” and “Information Boxes” contained within the chapter. Where relevant, present this information as part of your analysis. It is not essential that all the issues of the case are addressed. You have license to focus on one or two issues within the case if this is deemed by your group to be the most important marketing issues and implications. The content of your presentation is therefore up to you.

Whatever the focus, you should ensure that you have addressed the relevant marketing theories as they relate to the case. You are expected to submit an outline of your presentation (eg. Overheads, or powerpoint presentation) to the lecturer prior to the presentation.

An Additional Note:

It is important that even when you are not presenting a case, that you come prepared to each lecture having read the case so that more effective learning can take place. These cases are all contained within the final exam. The preparation that you do during semester will make your study that much more productive for this component of the course.

- 2. A Marketing Plan (20 marks)**
Due: 4.30pm, Friday, 21st October, 2005, IN ERIC.
Length: 20 pages

This component requires you to write a marketing plan. You will be briefed by a guest lecturer in Week 2 about a product/company, its current situation and the related financial situation. It is then up to you to do some of your own research and develop a recommended marketing strategy.

The format should be as follows:

1. SWOT
A summary SWOT analysis
2. Marketing Strategy
Objectives
Target Market
Positioning
Product, Placement, Promotion and Price strategies
3. Action Plan
4. Financial Analysis
 - a. Projected profit and loss for 1 year
 - b. Include some implications for the shareholders.
5. Bibliography
6. Appendices

The assignment should be no more than 20 pages. You can have additional diagrams, graphs, etc in appendices as required. Also ensure that a Group Member Contribution Sheet is attached to this assignment (behind the cover page) with signatures and other required information for all students in the group (see copy attached to Unit Outline).

Also, see the Marking Guide at end of unit outline for extra information.

This assignment is due 4.30pm, Friday, 21st October, 2005, in ERIC.

- 3. A Literature Review of Journal Articles (20 marks)**
Length: 1 500 words
Due Date: 5.15pm, Tuesday, 13th September, 2005.

Using the databases in the library to help you, select 5 research journal articles related to marketing management theory to support the situation of the firm for which you are to develop a marketing plan (refer to guest lecture information provided in week 2). This literature will provide you with a sound base and more informed understanding of the marketing situation that underlies the problems of the product, the market, the firm and the industry.

Using the literature available, develop a review encapsulating the main themes related to the product/market situation. References must be peer reviewed and published by respected business and marketing journals. If you are unsure of the standard of articles, please see the list of marketing management articles included in this unit outline.

The review will be marked on the following criteria:

- | | | |
|----|--|------------|
| 1. | Content and Coverage of Topic | - 5 marks |
| 2. | Quality of Reference Material Used | - 3 marks |
| 3. | Critical Analysis: clarity and structure
Of arguments | - 10 marks |
| 4. | Presentation | - 2 marks |

Additional information on writing a literature review will be presented in week 3.

4.. Final Examination

The fourth assessment will be the final examination, worth **50%** of the total grade **and which must be passed** if a pass in the unit is to be obtained. The examination will be three hours. Details of the structure will be provided later in the semester. The exam will be based on the lectures, including theory, and the case studies as well as any other additional material given throughout the unit. The usual requirements for Special Consideration and Supplementary Examinations will apply and these are detailed below, together with other important conditions.

Some Additional Information.....

All students are required to perform satisfactorily in the final examination to obtain a passing grade for the unit. **No other assessment marks will be considered until a pass has been obtained in the final examination.**

Students will have to cope with the usual range of issues that arise in the context of group work. There are to be no more than 6 students and no less than 4 students per group.

You are expected to have read nominated chapters, readings and/or cases prior to the appropriate lecture/tutorial, so you are prepared to discuss them in class.

In the case of missing lectures and/or tutorials, it is your responsibility to arrange for the submission of completed assignments and to obtain any notes, readings and assignment details.

Required and Recommended Text Books

Prescribed Texts:

Whitwell, G, Lukas, B. and Doyle, P., (2003) *Marketing Management: a strategic, value-based approach*, John Wiley and Sons, Queensland, Australia.

Hartley, Robert F., (2004) *Marketing Mistakes and Successes*, 9th Edition, John Wiley and Sons, New York.

Note: These texts are available from the Co-op Bookshop.

Supplementary Reading List (held in Special Reserve in Library):

Aaker, D (2000) *Strategic Market Management*, 6th edition, Wiley and Sons.

Brown, L. (1997) *Competitive Marketing Strategy: Dynamic Manoeuvring for Competitive Position*, 2nd Edition, Melbourne: Thomas Nelson Australia

Cravens, D.W., Merrilees, B., and Walker, R.H., (2000) *Strategic Marketing Management for the Pacific Region*, McGraw Hill, Sydney.

Day, G.S., (1984) *Strategic Market Planning: Pursuit of Competitive Advantage*, St Paul: West Publishing

Guiltinan, Joseph P., Paul, Gordon W., & Madden, Thomas J., (1997) *Marketing Management: Strategies and Programs*, 6th Edition, McGraw Hill, Boston.

Jain, S.C., (2000) *Marketing Planning & Strategy*, 6th Edition, Ohio: South-Western Publishing Co

Kotler, P., (1999) *Marketing Management: Analysis, Planning and Control*, 9th edition, Prentice Hall.

Porter, M., (1980) *Competitive Strategy*, New York: The Free Press

Supplementary References and Additional Learning Materials:

Supplementary references will also be found on your own bookshelves. Take time to reflect on the other subjects you have undertaken in your degree. You will find a wealth of information that can be called upon for researching the assignments in this unit.

Additional information related to this subject can also be found in the following business periodicals. Most of these publications are available from the library in either hard copy or on databases. Other articles may be obtained from other University libraries such as University of New South Wales and University of Technology, Sydney (UTS).

Business Review Weekly	European Journal of Marketing
Harvard Business Review	Journal of Marketing
Long Range Planning	Marketing Magazine
Strategic Management Journal	The Financial Review (particularly Tuesday's paper)
The Sydney Morning Herald (particularly Thursday's paper)	
The Australian	

Business Source Premier
and Emerald (see Library Databases)
Factiva

Articles Related to Marketing Management

Aaker, David A. and L. Gary Shansby (1982), "Positioning Your Product," Business Horizons, (May-June), 56-62.

Aaker, David A (1997), "Should You Take Your Brand to Where the Action Is?," Harvard business review, (Sep-Oct), 136-143.

Corey, E. Raymond (1992), "Marketing Strategy - An Overview," Harvard Business School, 9-579-054.

Day, George S. (1977), "Diagnosing the Product Portfolio," Journal of Marketing, 41 (April), 29-38.

Day, George S., (1994), "The Capabilities of Market-Driven Organizations," Journal of Marketing, 58 (October), 37-52.

Day, George S., Allan D. Schocker and Rajendra K. Srivastava (1979), "Customer-Oriented Approaches to Identifying Product-Markets," Journal of Marketing, 43 (Fall), 8-19.

Deighton, John (1996), "The Future of Interactive Marketing," Harvard Business Review, (Nov-Dec), 151-162.

Dickson, Peter R. and James L. Ginter (1987), "Market Segmentation, Product Differentiation and Marketing Strategy," Journal of Marketing, (April), 1-10.

Dolan, Robert J. (1995), "How Do You Know When Your Price is Right?" Harvard Business Review, (Sept-Oct), 174-183

Fournier, Susan, Susan Dobscha and David Glen Mick (1998), "Preventing the Premature Death of Relationship Marketing," Harvard Business Review, (Jan-Feb), 42-51.

Gruen, Thomas W. (1997), "Relationship Marketing: The Route to Marketing Efficiency and Effectiveness," Business Horizons, (Nov-Dec), 32-38.

Hunt, Shelby D. and Robert M. Morgan (1995), "The Comparative Advantage Theory of Competition," Journal of Marketing, 59 (April), 1-15.

Jaworski, Bernard J. and Ajay K. Kohli (1993), "Market Orientation: Antecedents and Consequences," Journal of Marketing, 57 (July), 53-70.

Joachimsthaler, Erich and David A. Aaker (1997), "Building Brands without Mass Media," Harvard Business Review, (Jan-Feb), 39-50.

Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," Journal of Marketing, 54 (April), 1-18.

Maggard, John P. (1976), "Positioning Revisited," Journal of Marketing, (January), 63-66.

Morgan, Robert M. and Shelby D. Hunt (1994), "The Commitment-Trust Theory of Relationship Marketing," Journal of Marketing, 58 (July), 20-38.

Narver, John C. and Stanley F. Slater (1990), "The Effect of Market Orientation on Business Profitability," Journal of Marketing, 54 (October), 20-35.

Park, C. Whan, Bernard J. Jaworski and Deborah J. MacInnis (1986), "Strategic Brand Concept-Image Management," Journal of Marketing, 50 (October), 135-145.

Peppers, Don, Martha Rogers, and Bob Dorf (1999), "Is Your Company Ready for One-to-One Marketing?," Harvard Business Review, (Jan-Feb).

Porter, Michael E. (1981), "Industry Structure and Competitive Strategy: Keys to Profitability," Financial Analysts Journal, (July-Aug), 30-41.

Shapiro, Benson (1988), "What the Hell is Market-Oriented?," Harvard Business Review, (Nov-Dec), 119-125.

Slater, Stanley F. and John C. Narver (1994), "Market Orientation, Customer Value and Superior Performance," Business Horizons, (March/April), 22-28.

Trout, Jack and Al Ries (1972), "The Positioning Era Cometh," Advertising Age, April 24 (pp. 35-38), May 1 (pp. 51-54), May 8 (pp. 114-116).

Vishwanath, Vijay and Jonathan Mark (1997), "Your Brand's Best Strategy," Harvard Business Review, (May-Jun), 123-129.

Webster, Frederick E. Jr., (1992), "The Changing Role of Marketing in the Corporation," Journal of Marketing, 56 (October), 1-17.

Webster, Frederick E. Jr., (1988), "The Rediscovery of the Marketing Concept," Business Horizons, (May-June), 29-39.

Wind, Yoram and Richard Cardozo (1974), "Industrial Market Segmentation," Industrial Marketing Management, 3, 153-166.

Teaching and Learning Strategy

(Note: this Schedule of Topics is not formalized. Some topics may not be covered. Critical dates and issues are in **BOLD**).

- 2 August:** **Lecture 1**
Introduction
♦ An Overview of the Course

♦ Marketing and Shareholder Value
WHITWELL ET AL. Chapter 1

♦ How to Prepare for a Case Presentation
HARTLEY Chapter 1
- 9 August:** **Lecture 2**
♦ Value Drivers
WHITWELL ET AL. Chapter 3
♦ Value-Based Marketing Strategy and Planning
WHITWELL ET AL. Chapter 4

♦ Presentation by Guest Speaker
Briefing for Marketing Planning Assignment
It is important you are in attendance for this lecture.
- 16 August:** **Lecture 3**
♦ Strategic Objective Assessment
WHITWELL ET AL. Chapter 5
Cases:
HARTLEY Chapter 3 Cola Wars
HARTLEY Chapter 15 Disney

♦ Presentation by Guest Speaker
Briefing for Literature Review Assignment
It is important you are in attendance for this lecture.
- 23 August:** **Lecture 4**
Strategic Focus Assessment
WHITWELL ET AL. Chapter 6
Cases:
HARTLEY Chapter 14 McDonalds
HARTLEY Chapter 19 Vanguard
- 30 August:** **Lecture 5**
♦ Issues in Branding
WHITWELL ET AL. Chapter 7
Cases:
HARTLEY Chapter 8 Harley Davidson
HARTLEY Chapter 7 IBM

6 September: **Lecture 6**
 ♦Prices
 WHITWELL ET AL. Chapter 8
Cases:
 HARTLEY Chapter 6 Continental
 HARTLEY Chapter 20 Southwest Airlines

13 September: **Lecture 7**
 ♦Products
 WHITWELL ET AL. Chapter 9
Cases:
 HARTLEY Chapter 16 Borden
 HARTLEY Chapter 11 Perrier

**Individual Assignment Due:
A LITERATURE REVIEW
5.15pm, 13th September, 2005.**

Mid Semester Break from 17 September to 3 October

4 October: **Lecture 8**
 ♦Distribution
 WHITWELL ET AL. Chapter 10
Cases:
 HARTLEY Chapter 5 Sneaker Wars
 HARTLEY Chapter 10 Firstone/Ford

11 October: **Lecture 9**
 ♦Promotion and Communication
 WHITWELL ET AL. Chapter 11
Cases:
 HARTLEY Chapter 21 Wal Mart
 HARTLEY Chapter 17 Snapple

18 October: **Lecture 10**
 This time is to be allocated for consultation
 with groups in finalizing the Marketing Plan
 for the product.

**Group Project Due:
A MARKETING PLAN
Friday 4.30pm, 21st October,
2005. (IN ERIC)**

25 October Lecture 11

◆Internet Marketing
WHITWELL ET AL. Chapter 12

Cases:

HARTLEY Chapter 2 PC Wars
HARTLEY Chapter 4 Airliner Wars

1 November: Lecture 12

Cases:

HARTLEY Chapter 22 MetLife
HARTLEY Chapter 23 ADM
HARTLEY Chapter 12 United Way
HARTLEY Chapter 18 Rubbermaid

8 November: Lecture 13

◆**Conclusions and Review**

◆**Review of course**

Study Hints for the exam.

Examinations

The University examination period in the second half of the year 2005 is from 16 November to 2 December. You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at

<http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is, the final day of the official examination period.

Plagiarism

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at:

<http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results. It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark. For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or

<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

Support Services for Students

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

MARKING GUIDE: Case Presentation
(10 marks)

Oral Presentation Style

Poise of Presenters	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Articulateness of Presenters	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Organisation of the Presentation	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Effectiveness of Visual Aids	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Ability to hold audience interest	Poor	1	2	3	4	5	6	7	8	9	10	Excellent

Oral Presentation Content

Address the questions appropriately	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Attends to the Information and Issues appropriately	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Ability to relate appropriate theories to the case	Poor	1	2	3	4	5	6	7	8	9	10	Excellent

Question Period

Ability to respond to questions	Poor	1	2	3	4	5	6	7	8	9	10	Excellent
Ability to defend positions	Poor	1	2	3	4	5	6	7	8	9	10	Excellent

Additional Comments:

Lecturer: _____ Mark _____ /10

Macquarie University

BBA313 MARKETING MANAGEMENT:

Effectiveness and Efficiency

Semester 2, 2005.

GROUP DETAILS

Please note name and student number for each group member.

Name: ID: Email:	Name: ID: Email:	Name: ID: Email:
Name: ID: Email:	Name: ID: Email:	Name: ID: Email:

1. **PRIMARY PHONE CONTACT FOR THIS GROUP:**
NAME _____

PHONE NO: _____
Email address _____

2. **OTHER PHONE NUMBERS and EMAIL ADDRESSES IF APPROPRIATE:**

3. **DAY and TIME of GROUP MEETINGS TO BE HELD:**

NAME OF GROUP FOR THE MARKETING PLAN

CASE TO PRESENTED FROM HARTLEY

BBA313 Marketing Management: Effectiveness and Efficiency
Semester 2, 2005.

GROUP PROJECT
A Marketing Plan

CONTRIBUTION SHEET

Contribution of the Team Members

Your Group Name _____

<i>Student Name</i>	<i>ID number</i>	<i>Participation %</i>	<i>Signature</i>

A Marketing Plan
“BEING AUSTRALIAN”
Marking Guide (20 marks)

1. Evidence of comprehensive search for, and effective recourse to available data. Poor 1 2 3 4 5 6 7 8 9 10 Excellent
- Summary SWOT
 - Appropriateness of the marketing implications identified
2. The team's attention to the needs of the client and the requirements of the academic programme. Poor 1 2 3 4 5 6 7 8 9 10 Excellent
3. The conception and promulgation of supported, detailed and practicable strategies, including.
- realistic objectives and strategies Poor 1 2 3 4 5 6 7 8 9 10 Excellent
 - comprehensive (4P's) Poor 1 2 3 4 5 6 7 8 9 10 Excellent
 - consistent/integrated Poor 1 2 3 4 5 6 7 8 9 10 Excellent
 - innovative Poor 1 2 3 4 5 6 7 8 9 10 Excellent
 - detailed and time-tabled one year plan Poor 1 2 3 4 5 6 7 8 9 10 Excellent
4. The rigour and quality of analyses and forecasts. Poor 1 2 3 4 5 6 7 8 9 10 Excellent
5. The cohesiveness of the team effort. Poor 1 2 3 4 5 6 7 8 9 10 Excellent
6. The standard of the written plan including appropriate layout, formatting, clarity of expression, and referencing. Poor 1 2 3 4 5 6 7 8 9 10 Excellent

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