



**College of Commerce
Division of Economic and Financial Studies
Business Department**

**MKTG 304:
Marketing Operations Management**

UNIT OUTLINE
Semester 2, 2005

Lectures: Thursday, 6-9pm, E7B 263

**Unit Convenor: Julian de Meyrick
Lecturer: Patricia McManus**

Prerequisites MKTG202 Market Research and MKTG203 Consumer Behaviour

Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the teaching staff for this unit.

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ABOUT THIS UNIT

- This is a single semester (half-year) 3-credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.
- This subject provides an analytical overview of marketing strategy in the broader context of corporate and business unit strategy. It builds on the general marketing knowledge students have gained in market research, consumer behaviour and marketing management.

TEACHING STAFF

- Convenor: Julian de Meyrick
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- Lecturer: Patricia McManus
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Consultation time: 4pm-5:30pm Thursdays (Other times available by appointment)

CLASSES

- Lectures will be held on Thursday evening from 6.00 to 9.00pm in C5C T2. The unit timetable can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- In order to successfully complete the Unit you must:
 - Attend and participate in the weekly lectures.
 - Participate in Case Study analysis and discussion.
 - Complete the assignment
 - Complete a final exam (with a mark of 50% or better).
 - **Satisfactory assignment work and attendance may be used to determine a marginal grade.**

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed text
Finch, Byron J., *Operations Now – Profitability, processes, performance*, 2nd edition
McGraw Hill Irwin, 2006
- Prescribed unit materials (if any)
Gehrlein, William V., *Operations Management Cases*, McGraw Hill Irwin, 2005
- Additional texts - available at the library

UNIT WEB PAGE

- The web page for this unit can be found at: <http://online.mq.edu.au>

LEARNING OUTCOMES

- The learning outcomes of this unit is to develop knowledge and skills that enable students to:
 - (1) Critically analyse business environments both external to the firm and within the organisation;
 - (2) Gain knowledge of the process by which organisations can develop a strategic and sustainable competitive advantage;
 - (3) Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment.
 - (4) Understand marketing investment decisions and choices.

The focus is on a customer-oriented approach to the marketing organisation, market definition, and market segmentation, as well as an entrepreneurial approach to strategic choice. Throughout the course, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills - critical thinking, independent work, teamwork, writing skills, and problem-solving skills. in a range of areas. One of the aims of this unit is that students develop their skills in the following:

TEACHING AND LEARNING STRATEGY

Assessment 1 – Group Work -Case Study Presentation	Due Date:	20%
Assessment 2 – Mid semester exam	Due Date : 2 June	25%
Assessment 3- In-class participation	NA	5%
Assessment 4- Final Examination	Date TBA	50%

- 13 seminars of three hours each. The teaching and learning process will comprise of lectures, case studies, group exercises, and discussions. Students are expected to participate in class discussion; read in advance the relevant chapter of the text book; follow current developments in the business sector

Lecture Program

- **Lecture 1: Introduction and Overview Subject Outline**
- **Lecture 2: Profitability**
- **Lecture 3: Value, Strategy & Capabilities**
- **Lecture 4: Process**
- **Lecture 5 : Cost**
- **Lecture 6: Quality**
- **Lecture 7: Mid Semester Exam**
- **Lecture 8: Quality Tools**
- **Lecture 9: Resource Planning**
- **Lecture 10: Supply Chain Management**
- **Lecture 11: Inventory**
- **Lecture 12: Capacity**
- **Lecture 13: Constraint**

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

All assignment tasks are compulsory.

You will need to complete a mid-semester test, a group case study analysis and pass a final examination to satisfy the course requirements.

1. Assessment Task ONE: Group Case Presentation – 20 Marks

Select one of the following cases: for your analysis from the cases provided in your study kit.

Once the case has been discussed during the lecture no late submissions will be accepted.

Mark: 20%

Presentation: Worth 20%. Students are to form teams of 4 or 5. Each team is to select an assignment. However, if there is an overlap in preference, the Lecturer will make the final decision. Each presentation is allocated a strict time limit of 20 minutes, and must be primarily based on the relevant reading from the textbook & additional readings.

Marking Criteria:

The Task:

Read the chapter and relevant supplementary readings appropriate for the presentation topic.

Understand what is required for the topic.

Locate a good case study (or case studies in the case where comparison is called for) relevant to your presentation.

Research and observe the organisation's activities relevant to your topic.

Analyze strategies/techniques/tactics/processes in relation to relevant theories and concepts.

Prepare a concise summary of the contents of the presentation in soft copy to be uploaded on WebCT. *(Two marks will be automatically deducted for non-compliance.)*

Present the case(s) to the class (Time limit of 20 minutes for each group presenting, inclusive of discussion and questions, unless specified otherwise by the Lecturer).

Assessment: See the Grade Related Descriptors that's attached. In brief, the three main areas that will determine your oral presentation grades are:

- Ability to explain and clarify
- Speaker's insight and understanding
- Method of delivery

PRESENTATION TOPICS

WEEK	Topic A	Topic B	Topic C
Week 2	Productivity Measures	Customer Relationship	Balanced Scorecard -
Week 3	Creating value B2B or B2C	Operations Strategy or Relationship among strategic decision and competitive Priorities	Capabilities: providing value to customers
Week 4	Product design or process design	New process requirement	Process improvements Approaches
Week 5	Cost and Perceived value	Productivity improvement and Cost reduction	Cost implications for Operation Decisions
Week 6	Quality & Value	Quality & customer Loyalty	TQM or Six Sigma or benchmarking
Week7	No presentation	Mid Semester	Exam
Week 8	General Purpose Quality tools	Information Management : CRM	Recovery
Week 9	Benefits of resource planning	Forecasting methods	Integrated resource planning systems
Week 10	Supply Chain Management Components	Outsourcing	Current trends
Week 11	Why to carry inventory and retailing and finished product inventory	Components and raw material inventory	Managing dependent demand inventory
Week 12	Capacity defined Matching resource availability to market demand	Demand capacity match in manufacturing	Demand capacity match in services
Week 13	Why constrain management	Constrain Management Process	Exploitation and its implications for management

Assessment Two:

Mid –Semester Exam

The mid-semester exam will consist of 60 multiple choice questions, covering weeks 1 - 6 of the course outline. The duration of the exam will be 1.5 hour with 15 minutes reading time and will be held in class in week 7. The exam is worth 20% of the marks for the course.

Assessment Three:

Final Examination

The exam will cover topics covered in weeks 1-13

It will include application of concepts discussed and analysed during the semester, including students' presentation

There will be a three-hour examination that is worth **50% of the assessment** for the course. You must obtain a pass (50% or greater) in this examination, regardless of the marks you achieve in the assignment, to pass the subject.

All students are expected to sit for the final examination at the scheduled time. The exam will incorporate theoretical concepts with case study application studied in class.

The University Examination period in Second Half 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/APSCons.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. (Individual Divisions may wish to signal when the Division's Supplementaries are normally scheduled.)

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>.

STUDENT SUPPORT SERVICES

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

2005 Lecture Timetable

Week No. Lecture Date	Topic	Readings
Week 1 4 August	Introduction – Operations Management	Finch Byron .J,(2006), Operations Now Chapter 1
Week 2 11 August	Profitability	Finch Byron .J, (2006), Operations Now. Chapter 2 Profitability Kaplan, R.S., Norton., D.P., 1996, The Balanced Scorecard, Harvard Business School Press
Week 3 18 August	Value, Strategy & Capabilities	Finch Byron .J,(2006),Operations Now Chapter 3 Value, Strategy & capabilities Van der Heijden, K (1993) “Strategy and the Art of Reinventing Value” (Perspectives Sections), Harvard Business Review.
Week 4 25 August	Processes	Finch Byron .J, (2006), Operations Now. Chapter 4. Processes
Week 5 1 September	Cost	Finch Byron .J, (2006), Operations Now. Chapter 5. Lovelock .C.H., Patterson P.G., Walker R.H., (2001) Services Marketing , pp 549- 558, Reading 2 “ Putting The Service – Profit Chain to Work”
Week 6 8 September	Quality	Finch Byron .J, (2006), Operations Now. Chapter 6. Fleming J.H., Coffman C., Harter J. K.,(2005) Manage your Human Sigma, Harvard business review, July-August 2005
<u>Week 7</u> <u>15 September</u>	<u>Mid Semester EXAM</u>	

2005 Lecture Timetable

Week No. Lecture Date	Topic	Readings
Week 8 6 October	Quality Tools	Finch Byron .J,(2006), Operations Now. profitability, Chapter 7 Quality Tools Carlson, J., Moments of Truth, Cambridge, MA: Ballinger Press,1987
Week 9 13 October	<u>Resource Planning</u>	Finch Byron .J,(2006),Operations Now. Chapter 9 –Resource Planning
Week 10 20 October	Supply Chain Management	Finch Byron .J, (2003), Operations Now.com–Processes, Value, and profitability, Chapter 10 Supply chain Management
Week 11 27 October	<u>Inventory</u>	Finch Byron .J, (2003), Operations Now. Chapter 11
Week 12 3 November	Capacity	Finch Byron .J, (2006), Chapter 13.
Week 13 10 November	Constraint	Finch Byron .J, (2006), Operations Now. Chapter 14

