

MACQUARIE UNIVERSITY



COLLEGE OF COMMERCE

Division of Economic and Financial Studies

Business Department

Unit Outline 2006

BBA313

Marketing Management: Effectiveness and Efficiency

Unit Convenor: Leanne Carter

Lecture/Tutorial: Tuesday 5.00 to 8.00 pm

Location: W5A T2

Prerequisites: Entry into BBA or BCom-Mktg;
BBA101 or MKTG101; BBA203; and 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.

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BBA 313 - MARKETING MANAGEMENT: EFFECTIVENESS AND EFFICIENCY

About this Unit

BBA203 is a 3 credit point subject. This unit extends the material learnt in MKTG101- Fundamentals of Marketing in reference to product and pricing decisions. Product strategy will encompass product classification, product management, brand management, new product development and portfolio management. Pricing decisions will look at alternate methods of pricing.

Teaching Staff

Convenor- Leanne Carter
Building E4A Room 631
Tel: 9850 6467
Email: lcarter@efs.mq.edu.au
Consultation Times
Tuesdays, 3.00pm to 5.00pm.
Other Times by appointment

The Marketing Game -
Deborah Howlett
Email: dhowlett@efs.mq.edu.au

Classes

Lecture Time: Tuesdays, 5.00pm to 8.00pm in W5A T2

Learning Outcomes

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.

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 inter-functional 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 four components: Marketing Management Theory, Case Study Analysis, Marketing Planning and A Marketing Simulation Game. When combined, the above objectives can be achieved.

Culture of the Lectures

This course for most students will be unlike any subject you have taken before. It is designed to provide a “hands-on” learning experience in marketing analysis, planning and decision making. As such it has a much different culture than other subjects or courses. This is not just a lecture-oriented course with a set of topics to be covered in a semester. Rather this is a course where much of the learning takes place outside of the formal classroom setting. In addition to your private study time, some of the three hours per week are to be allocated to group work, away from the lecture theatre. This will allow for time that is required for completion of the simulation, the marketing plan and the case studies. The benefits to you will be directly related to the quality and quantity of the effort you expend on course related activities. It is up to **you**.

The unit is very open-ended. The lectures will provide a basis for analysis in the other components of the unit. Case studies allow you to see what does and does not work in the practical sense, through investigation of marketing mistakes. The competitive nature of the simulation game, the decisions you need to make, the feedback it provides, and the wide open challenge it presents you will be the driving forces that determine the extent of your efforts without spending a real firm’s budget! Some students may find difficulty coping with this “culture” if their team starts losing money and market share. The team then loses interest and gets little from the course. Other teams find poor market performance a challenge and act accordingly. These teams benefit from the valuable learning experience. However, the vast majority of students who have participated in a course based on simulations find it to be very valuable learning experience.

Relationship between Assessment and Learning Outcomes

There will be five items of assessment including both group and individual work. There is a group case study presentation, a group assignment, participation in a marketing simulation as a group, a literature review to be completed individually and a final examination.

Summary of Assessment Components

Group:

- | | | |
|----|---|----------|
| 1. | Case Presentation | 15 marks |
| 2. | A Marketing Plan
You are to develop a marketing strategy for The Marketing Game that you have participated in this semester.
Length: 15 pages
Due: 4.30pm, Friday, 20 th October, 2006. | 15 marks |

3. The Marketing Game Decisions
There is an award for the winning FIRM
Decisions ARE compulsory to pass the unit.

Individual:

4. An Essay 20 marks
Length: 1 500 words
Due Date: 4.30pm, Friday, 15th September, 2006. (Please hand into ERIC)
5. Final Examination (*which you must pass to pass the unit*) 50 marks

The assessment items are explained below.

Assessment

1. **Case Presentation (15 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”* (10th edition). For this group presentation you are to present the case for 45 minutes. This component is worth 15 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, answering the following general questions:

IF A MISTAKE STORY

How could the mistake/s have been avoided?

Given the mistake/s occurred, how could the reaction have been better handled to minimise the full seriousness of the problem?

IF A SUCCESS STORY

Are there any flaws, limitations, or threats to the present successful strategy?

What course of action should be pursued to maintain the growth and success?

There are also “Issue Boxes” and “Information Boxes” contained within the chapter. Where relevant, present this information as part of your analysis. 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 Value-based Marketing Plan (15 marks)**
Due: 4.30pm, Friday, 20th October, 2006. (IN ERIC)
Length: 15 pages

This component requires you to write a marketing plan for your firm in the Marketing Game. The format should be as follows:

1. SWOT: A summary SWOT analysis
2. Strategic Objectives
3. Strategic Focus
4. Marketing Mix
Product, Placement, Promotion and Price strategies
5. Strategy Valuation
 - a. Projected profit and loss for 1 year
 - b. Include some implications for the shareholders.
“Will the strategy generate a return that exceeds the investors’ opportunity cost of capital?” Whitwell et al. page 143. Apply this question to data and forecasts from the marketing game.
6. Performance Measures
Financial, Customer, Internal, Innovation (Whitwell et al., page 160).
7. Bibliography
8. Appendices

The assignment should be no more than 15 pages. You can have additional diagrams, graphs, etc in appendices as required.

This assignment is due 4.30pm, Friday, 20th October, 2006. It must be handed into ERIC.

- 3. The Marketing Game Decisions**
Due: Weekly (see lecture schedule as it includes decisions during mid-semester break)
Length: As long as weekly meetings take your group

In Week One you nominated groups. This group is also to work together for *The Marketing Game*. It is a simulation game that allows your team to run a firm, making a range of marketing and management decisions. The product category is a new type of voice recognition device (VRD). The focus of this course is shareholder value through marketing strategies therefore the performance will be assessed on this basis. The team with the best performance will receive a prize at the end of semester.

You will be starting the game at **level 3** with an additional **discretionary budget of \$250 000**. At level 3, firms compete with multiple products in a number of channels. You will be competing in an industry of 4 firms. The simulation provides your firm with market research and financial statements in order to make decisions in regards to marketing strategy. Your basic objectives are to use the resources of the firm wisely to meet target customer needs and contribute to the firm's profit.

The simulation will run for 8 decision periods. See the lecture schedule for the specific dates decisions are due at 5.00pm on Tuesdays (before you come to lecture). Please note that some decisions will be made during the mid-semester break. Decisions are to be submitted via email to:

Deborah Howlett dhowlett@efs.mq.edu.au

using your Students at Macquarie Email Address. *No other email accounts will be accepted.*

No late decisions can be accepted. If your decision does not arrive on time, the previous week's decision will be re-run. The results files will be available via email within 24 hours (all being well!). See the web page for the unit for any additional announcements in regards to changes and messages.

- 4. Essay (20 marks)**
Length: 1 500 words
Due Date: 4.30pm, Friday, 15th September, 2006. (Please hand into ERIC)

"A value-based marketing strategy can be developed for institutions in the public sector just the same as for the private sector." Anonymous.

Can a value-based marketing strategy be applied to the public sector? Why/Why not?

How do individual employees help or hinder the implementation of a value-based marketing strategy for institutions in the public sector? Why/Why not?

Critically evaluate, using examples from previous research including marketing strategy literature.

Using the literature available, develop a discussion encapsulating the main themes related to a value-based marketing strategy for the public sector and individual employees adding to the value. Remember, employees are internal publics.

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.

Use the databases in the library to help you select research journal articles related to marketing orientation, marketing strategy and the public sector to support the essay question.

The essay will be marked on the following criteria:

1. Content and Coverage of Topic;
Critical Analysis: clarity and structure of arguments

- 15 marks

2. Quality of Reference Material Used;
Presentation

- 5 marks

Some additional information on writing this essay

A good review of the literature:

- demonstrates that you know the field. This means more than reporting what you've read and understood. Instead, you need to read it critically and to write in such a way that shows you have a feel for the area; you know what the most important issues are and their relevance to your topic, you know the controversies, you know what's neglected, you have the anticipation of where it's being taken.
- justifies the articles selected for your reviewing.. You have to be able to convince your reader that what you are doing is important, and relevant to your marketing problem.
- allows you to establish credibility. You are providing information that is credible as it is based on what has been done before by credible researchers.

In critically evaluating, you are looking for the strengths of certain studies and the significance and contributions made by researchers. You are also looking for limitations, flaws and weaknesses of particular studies, or of whole lines of enquiry. Indeed, if you take this critical approach to looking at previous research in this area of study, your essay will not be a compilation of summaries but *an evaluation* of such.

5. Final Examination

The fifth 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, the case studies and the marketing game 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.

Grades

In each of the assessable components, a mark of 50% will constitute a satisfactory level of performance. However, to obtain a pass in this subject, students must demonstrate a satisfactory level of achievement (i.e. 50% of the marks available) both in the final examination and in the subject overall. Note that the **final exam must be passed** before any other assessment marks will be added to it.

Required and Recommended Texts

Required Text Books:

The main text books that are relevant to the unit are:

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

Hartley, Robert F., (2005) *Marketing Mistakes and Successes*, 10th Edition, John Wiley and Sons, New York.

Mason, Charlotte H. & Perreault, William D., (2002) *The Marketing Game*, 3rd Edition, McGraw Hill, Boston. (maybe only need one between 2 people or per group).

Recommended Reading List:

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

The Financial Review (particularly Tuesday's paper)

The Sydney Morning Herald (particularly Thursday's paper)

Business Source Premier and Emerald (see Library Databases)

Articles Related to Marketing Management

- 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.
- Dickson, Peter R. and James L. Ginter (1987), "Market Segmentation, Product Differentiation and Marketing Strategy," Journal of Marketing, (April), 1-10.
- 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.
- Kohli, Ajay K. and Bernard J. Jaworski (1990), "Market Orientation: The Construct, Research Propositions, and Managerial Implications," Journal of Marketing, 54 (April), 1-18.
- 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.
- 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.
- Webster, Frederick E. Jr., (1992), "The Changing Role of Marketing in the Corporation," Journal of Marketing, 56 (October), 1-17.

Unit Web Page

This unit is supported by a web Page. You can log into this using the following address:

<http://www.bus.mq.edu.au/units/bba313/index.htm>

This page supports the lecture notes, emails, discussion page and any other information that is deemed relevant to the unit.

Teaching and Learning Strategy

(Note that this Schedule of Topics is not formalised and some topics may not be covered)
Critical dates and issues are in **BOLD**

1 August:	Lecture 1 Introduction <ul style="list-style-type: none">◆ An Overview of the Course◆ Marketing and Shareholder Value WHITWELL ET AL. Chapter 1◆ The Marketing Game-An Introduction MASON ET AL.◆ How to Prepare for a Case Presentation HARTLEY Chapter 1	
8 August:	Lecture 2 <ul style="list-style-type: none">◆ Value Drivers WHITWELL ET AL. Chapter 3◆ Value-Based Marketing Strategy and Planning WHITWELL ET AL. Chapter 4	
15 August:	Lecture 3 <ul style="list-style-type: none">◆ Strategic Objective Assessment WHITWELL ET AL. Chapter 5Cases: HARTLEY Chapter 3 Cola Wars HARTLEY Chapter 15 Disney	The Marketing Game DECISION 1 DUE
22 August:	Lecture 4 <ul style="list-style-type: none">Strategic Focus Assessment WHITWELL ET AL. Chapter 6Cases: HARTLEY Chapter 14 McDonalds HARTLEY Chapter 19 Vanguard	The Marketing Game DECISION 2 DUE
29 August:	Lecture 5 <ul style="list-style-type: none">◆ Issues in Branding WHITWELL ET AL. Chapter 7Cases: HARTLEY Chapter 8 Harley Davidson HARTLEY Chapter 7 IBM	The Marketing Game DECISION 3 DUE
5 September:	Lecture 6 <ul style="list-style-type: none">◆ Prices WHITWELL ET AL. Chapter 8Cases: HARTLEY Chapter 6 Continental HARTLEY Chapter 20 Southwest Airlines	The Marketing Game DECISION 4 DUE

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>

BBA313 MARKETING MANAGEMENT: Effectiveness and Efficiency

GROUP DETAILS Semester 2, 2006.

The Group Leader must send an email using students at Macquarie email address to Deborah Howlett *dhowlett@efs.mq.edu.au*.

The email should contain details in the following format.

GROUP LEADER GROUP MEMBER

Name 1: _____ Student ID: _____

Email: _____

Home Phone Number: _____

Mobile Phone Number: _____

OTHER PHONE NUMBERS and EMAIL ADDRESSES IF APPROPRIATE: _____

GROUP MEMBER **Name 2:** _____ Student ID: _____

Email: _____

Mobile Phone Number: _____

GROUP MEMBER **Name 3:** _____ Student ID: _____

Email: _____

Mobile Phone Number: _____

GROUP MEMBER **Name 4:** _____ Student ID: _____

Email: _____

Mobile Phone Number: _____

GROUP MEMBER **Name 5:** _____ Student ID: _____

Email: _____

Mobile Phone Number: _____

GROUP MEMBER **Name 6:** _____ Student ID: _____

Email: _____

Mobile Phone Number: _____

DAY AND TIME OF GROUP MEETING _____

NOTES:

Deborah will reply to you (the group leader) with your firm allocation, ready to commence the marketing game in Week 3.

These groups will form the basis for all group work including The Marketing Game, Case Presentation and the Marketing Plan.