



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

# **BBA313**

## **Marketing Management: Effectiveness and Efficiency**

### ***UNIT OUTLINE***

### ***SEMESTER 2 2007***

**Unit Convenor: Leanne Carter**

**Seminar 1: Tuesday Afternoons 12.00noon to 3.00pm  
W5C 232**

**Seminar 2: Tuesday Evenings 5.00pm to 8.00 pm  
W6B 320**

**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.**

# **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, considering marketing mistakes and successes as they apply marketing strategies, and identifying marketing strategies that allow firms to grow and build lasting relationships with customers.

## **Teaching Staff**

### **Convenor**

Leanne Carter  
Building E4A Room 631  
Tel: 9850 6467  
Email: [lcarter@efs.mq.edu.au](mailto:lcarter@efs.mq.edu.au)

### **Consultation Times**

Tuesdays 3.00pm to 5.00pm  
Other Times by appointment

## **Classes**

### **Seminars:**

Tuesday Afternoons  
12.00 noon to 3.00pm  
Location: W5C 232  
and  
Tuesday Evenings  
5.00pm to 8.00pm  
Location: W6B 320

## **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 inter-functional processes of marketing functions in the marketing strategy and implementation processes.
- To understand how to measure the contribution of marketing to the overall organizational performance and value.
- To develop an understanding of the factors behind marketing mistakes.

## Culture of the Seminars

This unit is designed to provide a “hands-on” learning experience in marketing analysis and planning. 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 time needs to be allocated to group work. This will include completion of the case studies and other set learning tasks. 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 lecture material 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.

## Relationship between Assessment and Learning Outcomes

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

### Summary of Assessment Components

#### *Group:*

- |    |                   |          |
|----|-------------------|----------|
| 1. | Case Presentation | 30 marks |
| 2. | A Simulation      | 10 marks |

#### *Individual:*

- |    |   |          |
|----|---|----------|
| 3. | Participation   | 10 marks |
| 4. | Take Home Exam  | 20 marks |
|    | Length: 2 500 words   |          |
|    | Due Date: 12 noon, 6 <sup>th</sup> November, 2007.                |          |
| 5. | Final Examination ( <i>which you must pass to pass the unit</i> ) | 30 marks |

The assessment items are explained below.

## Assessment

### 1. Case Presentation

**30 marks**

**Due:** The date of your allocated presentation

**Length:** 45 minutes + overheads used + 2,500 word report on your content

**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*” (10<sup>th</sup> 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 five to seven 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 especially 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 Questions, "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 (e.g. Overheads, or PowerPoint presentation) and a 2,500 report on the content of your 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 Simulation****10 marks****THE MARKETING GAME SIMULATION DECISIONS**

**Due:** Weekly for 8 weeks  
(from Week 3 to Week 8)  
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.

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 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). Decisions are to be submitted via email. 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!).

Marks will be allocated on performance of the firm throughout the game.

## **Participation**

**10 marks**

You are expected to attend all seminars. Each week there are tasks to prepare, prior to the seminar. In class you may be called upon, randomly, to contribute your answers during the seminar session. This will form the basis of your participation mark. You must be present in body, mind and soul! A courteous email to indicate absence prior to the seminar would be gratefully appreciated.

From time to time, the lecturer will ask for a submission of the prepared notes, questions, answers etc., so it is in your best interests to ensure that you come totally prepared for all seminars.

## **Marketing Game Take Home Exam**

**20 marks**

**Date to be released: AT 5.00PM, FRIDAY, 2<sup>ND</sup> NOVEMBER, 2007.**  
(collect from ERIC or locate on WebCT Unit Page)

**Due Date to be returned: AT 12.00 NOON, TUESDAY, 6<sup>TH</sup> NOVEMBER, 2007.**  
(Please submit at ERIC)

**Length: 4, 000 words maximum**  
**Typed, 12 point, New Times Roman, double spaced.**

To be able to complete this take home exam you should collect and prepare the following data during the simulation:

### **1. Profit and loss summaries including:**

- for each period, record the budget, actual and % variance) against each item on the P& L.
- a one page summary of results and the explanation of variance from budgets (use graphs where appropriate).

## 2. Situation analysis

- include market analysis (size, growth, etc), macro environmental issues, customer analysis, competitor analysis, company analysis etc.
- consider tracking trends for all of the above over the 8 decision periods
- use excel spreadsheets with passion

3. Individually ensure you keep a record of all data so you can complete this take home exam at the end of the semester. It will be too late to be able to pass this component if you leave it to the end of semester. A suggestion would be to keep a record of your meetings and the decisions (4P's in particular) on the Marketing Planning Proforma forms at the end of The Marketing Game textbook.

The specific questions will be handed out on the date allocated above. See lecture schedule for planning this in your diary.

## Final Examination

**30 marks**

The fourth assessment will be the final examination, worth **40%** 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 may include material covered in 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*, 10<sup>th</sup> Edition, John Wiley and Sons, New York.

Mason, Charlotte H. & Perreault, William D., (2002) *The Marketing Game*, 3rd Edition, McGraw Hill, Boston. *YOU SHOULD ALREADY HAVE THIS TEXT FROM SECOND YEAR* (maybe only need one between 2 people or per group).

## **Recommended Reading List**

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

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

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

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

Kotler, P., (1999) *Marketing Management: Analysis, Planning and Control*, 9<sup>th</sup> 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 topics 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)

## **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**

<b>31 July:</b>	<b>Lecture 1</b> <b>Introduction</b> ◆ 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	
<b>7 August:</b>	<b>Lecture 2</b> ◆ Value Drivers WHITWELL ET AL. Chapter 3  ◆ Value-Based Marketing Strategy and Planning WHITWELL ET AL. Chapter 4	
<b>14 August:</b>	<b>Lecture 3</b> ◆ Strategic Objective Assessment WHITWELL ET AL. Chapter 5  <b>Case:</b> HARTLEY Chapter 18 Harley Davidson	<b>The Marketing Game</b> <b>DECISION 1 DUE</b>
<b>21 August:</b>	<b>Lecture 4</b> Strategic Focus Assessment WHITWELL ET AL. Chapter 6  <b>Case:</b> HARTLEY Chapter 8 Perrier	<b>The Marketing Game</b> <b>DECISION 2 DUE</b>
<b>28 August:</b>	<b>Lecture 5</b> ◆ Issues in Branding WHITWELL ET AL. Chapter 7  <b>Case:</b> HARTLEY Chapter 17 Euro Disney	<b>The Marketing Game</b> <b>DECISION 3 DUE</b>
<b>4 September:</b>	<b>Lecture 6</b> ◆ Prices WHITWELL ET AL. Chapter 8	<b>The Marketing Game</b> <b>DECISION 4 DUE</b>



**Case:**  
HARTLEY Chapter 20 Southwest Airlines  
**OR**  
HARTLEY Chapter 4 Airliner Wars: Boeing vs Airbus

**11 September: Lecture 7**  
♦ Products  
WHITWELL ET AL. Chapter 9 **The Marketing Game  
DECISION 5 DUE**

**Case:**  
HARTLEY Chapter 7 Ford Explorers/ Firestone

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*Mid Semester Break from 18 September to 1 October*

**18 September** **The Marketing Game  
DECISION 6 DUE**

**25 September** **The Marketing Game  
DECISION 7 DUE**

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**2 October: Lecture 8**  
♦ Distribution  
WHITWELL ET AL. Chapter 10 **The Marketing Game  
DECISION 8 DUE**

**Case:**  
HARTLEY Chapter 11 Toys R Us  
**OR**  
HARTLEY Chapter 12 Gateway's Efforts  
to stay alive

**9 October: Lecture 9**  
♦ Promotion and Communication  
WHITWELL ET AL. Chapter 11

**Case:**  
HARTLEY Chapter 13 Maytag: An Incredible  
Sales Promotion in England

**16 October: Lecture 10**  
♦ Internet Marketing  
WHITWELL ET AL. Chapter 12

**Case:**  
HARTLEY Chapter 10 Hewlett-Packard

**23 October                      Lecture 11**

Ethical Marketing  
(REFERENCE TBA)

**Cases:**

HARTLEY Chapter 12 Merck's Vioxx Catastrophe  
**AND**  
HARTLEY Chapter 10 Firestone/Ford

**30 October:                      Lecture 12**

**◆ Debrief "The Marketing Game"**

Was it a successful marketing strategy and plan,  
or just good luck?

**Take Home Exam**

**TO BE RELEASED AT 5.00 PM FRIDAY 2<sup>ND</sup> NOVEMBER, 2007**

**6 November:                      Lecture 13**

**Melbourne Cup**

**◆ Review of course Study Hints for the exam.**

Once you leave this seminar, I will not discuss  
the exam any further. So ensure that you speak  
now, or forever hold your peace.

**Take Home Exam**

**DUE 12.00 NOON AT ERIC TUESDAY 6 NOVEMBER, 2007.**

## **Examinations**

The University examination period for the second half year 2007 is to be advised. 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>

## Classroom Etiquette

Students are expected to arrive on time, certainly before five minutes past the hour, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.

Students are expected to be quiet during lectures unless, of course, class participation is required.

Mobiles should be turned off during classes; not simply set to "silent".

Macquarie University

BBA313 MARKETING MANAGEMENT: Effectiveness and Efficiency  
Semester 2, 2007.

# GROUP DETAILS

Seminar TIME: \_\_\_\_\_

Seminar VENUE: \_\_\_\_\_

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
NAME: ID. EMAIL		

1. CONTACT DETAILS FOR THIS GROUP LEADER:

NAME \_\_\_\_\_

PHONE NO'S : \_\_\_\_\_

Email address: \_\_\_\_\_

2. DAY and TIME of GROUP MEETINGS TO BE HELD:


NAME OF GROUP'S FIRM AND INDUSTRY  
HARTLEY  
FOR THE MARKETING GAME

CASE TO PRESENTED FROM