



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

**MKTG 304
Marketing Operations Management**

***UNIT OUTLINE
Semester 2, 2007***

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 325 W6B
Seminar 4: Thursday 6-9pm	Room 320 W6B
Seminar 5: Friday 9am-12pm	Room 232 W5C

Unit Convenor: Dr David Gray

**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.

UNIT OUTLINE

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1. Teaching staff

a. Convenor: Dr David Gray

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Email: dgray@efs.mq.edu.au

Room: E4A Room 639

Consultation time: 3.00pm-4.00pm Wednesday (Other times available by appointment)

Dr David Gray is a senior lecturer in Marketing in the Department of Business. David has a Master of Commerce (Economics Honours) degree from University of New South Wales and a PhD in Marketing from the University of New South Wales. He has pursued a business career in marketing and management training holding many senior marketing management positions since that time. David has extensive experience in proposal writing, training, marketing and sales, the management of professional service, finance and insurance businesses. Product knowledge spans professional services, finance, insurance, manufacturing and building materials.

b. Lecturer: Ms Tahlia Phillips

Telephone: 0419518857

Email: tphillip@efs.mq.edu.au

Consultation time: 12.00pm -1.00pm Thursdays (Other times available by appointment)

Tahlia Phillips is a lecturer in Marketing in the Department of Business. She has a Bachelor of Business (Major in Marketing) from Swinburne University. Tahlia has pursued a career in marketing, holding various senior marketing roles with blue chip organizations and she currently directs a marketing agency that provides end to end marketing solutions for many blue chip organizations.

c. Lecturer: Mr Stephen Erichsen MMngt AFAIM JP

Stephen Erichsen is a lecturer at GACC and the Department of Business. He has over 30 years business experience including times as a Director and Company Secretary of both public and private companies. He has held senior sales and marketing roles with leading international IT&T organisations and State sporting organisations. He is a business consultant and has been lecturing at Macquarie University for over 3 years in undergraduate and post graduate international business and marketing disciplines.

Telephone: 0412 246099

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Consultation time: 10.00am-11.00am Wednesdays (Other times available by appointment)

1.1 Communication with Staff and WebCT

Students can communicate with the lecturer during their classes or during the advised consultation times specified above or by appointment. All lecture notes will be provided by Webct as defined below.

This course will have a WebCT site. You can access this at: <http://online.mq.edu.au> WebCT is a critical resource for the course and will be used as follows:

- All lecture notes, in the form of PowerPoint and/or PDF files, will be posted under the 'Lecture Overheads' icon usually 24 hours before the actual lecture (no hard copies of the notes will be distributed at lectures);
- Any course announcements will be made on the 'Home Page' or in the 'Discussion Board'. Please check this regularly;
- The 'Discussion Board' can also be used by you to communicate with other class members (note that the authors of all messages will be identified); and Links to useful web sites will also be posted on the course Home Page.
- Note that the 'Discussion Board' is not to be relied upon as a means of communicating with the lecturer/tutor (email should be used).

2. Information About This Course

2.1 Classes

- Students will attend one of five seminar classes held on Tuesday or Wednesday or Thursday or Friday at the following locations:

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 325 W6B
Seminar 4: Thursday 6-9pm	Room 320 W6B
Seminar 5: Friday 9am-12pm	Room 232 W5C

- 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 seminars (attend at least 80%).
 - Complete the Group Marketing Operations Assignment
 - Complete the Capstone Simulation Game
 - Complete a final exam (with a mark of 50% or better).
- Satisfactory assignment work and attendance may be used to determine a marginal grade.

2.2 Units of Credit

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.

2.3 Relationship of this course to other course offerings

This course integrates knowledge of market analysis with strategic business considerations, to achieve superior performance in sales growth, market share and profit contribution. Topics include: Analysis of profitability, organisational strategy, value adding and process analysis, managing cost, service quality and time, resource planning, supply chain management, inventory management, demand management and the management of constraints as they impact on marketing performance. Students draw on materials from all previous marketing courses and practical case studies. Prerequisites for this course are Marketing Research MKTG 202 and Consumer Behaviour MKTG203.

2.4 Approach to learning and teaching

Generally, seminars will involve formal presentation by the lecturer, together with discussion of selected videos. The formal lectures will be combined with discussion of assigned text readings and cases, and the Capstone simulation. In a number of places, text and lecture presentations will consider formal models for depicting processes of strategic marketing operations management. All students should expect to gain some practice in applying such models, when appropriate, in assigned cases and in the Capstone simulation. Students must also expect to prepare assignments and presentations in a clear and logical manner, particularly in the context of the major project.

3. Course Aims and Outcomes

3.1. Course Aims

The implementation of an organisation's marketing strategy is the role of Marketing Operations. The operations to develop, produce and deliver the organisation's products and services and to support them throughout their life are a key component of its overall success. This subject provides an analytical overview of the marketing operational management aspects 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 and consumer behaviour.

3.2. Learning Outcomes

The learning outcomes of this unit are to develop knowledge and skills that enable students to:

- (a) Critically analyse business environments both external to the firm and within the organisation;
- (b) Gain knowledge of the process by which organisations can develop a strategic and sustainable competitive advantage in a dynamic decision-making context;
- (c) Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment.
- (d) Understand marketing investment decisions and choices.

- (e) To develop an appreciation of the key issues currently facing the manager of an operational functional area;
- (f) To gain an insight into the appropriate means of applying process based concepts and operational tools and techniques; and
- (g) To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with corporate and marketing strategy

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 of your recommendations.

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:

3.3. Teaching and Learning Strategy

13 seminars of three hours each. The teaching and learning process will comprise of lectures, case studies, group exercises, a simulation game and discussions. Students are expected to participate in class discussion; read in advance the relevant chapter of the text book and follow current developments in the business sector for which they are analysing their group project. The subject structure consists of four parts.

Part 1 – Understanding the nature and scope of Strategic Marketing Operations Management and the Foundations for Success

Part 1 (Weeks 1-4) will lay the foundations for the remainder of the course. It will outline the key issues and realities being faced by strategic marketers, and set out the theoretical and managerial perspectives adopted in this course for addressing them. The focus during this part will be:

Week 1:	Introduction and Overview Subject Outline
Week 2:	Profitability
Week 3:	Value, Strategy & Capabilities
Week 4:	Process Design

Part 2 – Uncovering the Components of Value that Customers Pay for (Weeks 5-7)

Core concepts and tools will be reviewed during lectures, and will be applied to organisations during the case study analysis. This 'learning by doing' approach should ensure a deeper understanding of what is involved in developing innovative strategies. Other important tools and frameworks will be introduced during this stage, and it is expected that you quickly learn the mechanics of these frameworks so that they can practice applying them (the difficult part) throughout the course. The focus during this part will be:

- Week 5: Managing Quality**
- Week 6: Managing Cost**
- Week 7: Managing Timeliness**

Part 3 – Managing Strategic Marketing Activities and Resources (Weeks 8-13)

The third part of the course will focus on developing and implementing key aspects of marketing strategy. This will cover topics such as branding, product development and commercialization, marketing communications, pricing and distribution.

- Week 8: Resource Planning (Projects and Forecasting)**
- Week 9: Resource Planning (Facilities and Workforce)**
- Week 10: Supply Chain Management**
- Week 11: Managing Inventory and Lean Systems**
- Week 12: Managing Capacity and Demand**
- Week 13: Managing Constraints**

Part 4 – Capstone Marketing Strategy Simulation

Capstone Online is a strategic simulation game that requires teams to make a series of complex, real world marketing decisions over a simulated period of 7 years. It places teams in a dynamic competitive environment in which they must devise and pursue their own strategy and react to the moves of competitors. To add some excitement to the game Macquarie University will be competing against a number of other universities.

4. Student responsibilities and conduct

4.1. Workload

It is expected that you will spend at least **twelve hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

4.2. Attendance

Your regular and punctual attendance at lectures is expected in this course. University regulations indicate that if students attend less than eighty per cent (80%) of scheduled classes they may be refused final assessment.

4.3. General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class.

4.4. Keeping informed

You should take note of all announcements made in lectures or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

5. Learning Assessment

5.1. Assessment Details

The course offers a number of elements which provide the student the opportunity to demonstrate his or her understanding of the material and ability to apply the concepts of marketing and related fields. All assignment tasks are compulsory. You will need to complete two group assessments (i.e. the Group Project and the Capstone simulation) and two individual assessment items: i.e. the Capstone Individual Assessment, and pass a final examination to satisfy the course requirements. Note: To pass this course you must obtain a pass in the final exam and the Individual Assessments, regardless of the marks you achieve in the two Group Assignments.

	Assessment	Value	Additional information
A. Group Assessments	1. Group Marketing Operations Project Task (a) Servqual Report Due: Friday 14/09/2007 Task (b) Final Report Due: Friday 09/11/2007	30%	Each Group to be 5 students Task(a) Servqual Report 12.5% Task (b) Final Report 17.5%
	2. Capstone Simulation	15%	Groups of 5 students Strategic Marketing simulation game
B. Individual Assessments	3. Capstone Simulation Reflective Learning Assignment Due Date: Friday 26/10/2007	15%	A reflective journal of their Capstone student activities and experience.
	4. Final exam TBA	40%	Three hours including essay questions on concepts and case studies. You must pass the individual component in order to pass the course
	Total	100%	

Grades will be awarded according to the normal grading scheme; viz

GRADE	High Distinction	Distinction	Credit	Pass	Pass Conceded	Fail
%	85-100	75-84	65-74	50-64	45-49	0-44

5.2. Group Assessment Tasks

1. Group Assessment Task One: Group Marketing Operations – 30 Marks

Select one of the following retail service contexts for your analysis.

Each group is to present an analysis of the operational marketing context provided within a retail service context. Groups can choose to study one of the following industries/retail groupings. However, if there is an overlap in preference, the Lecturer will make the final decision:

- Restaurants (e.g. Chinese, Thai etc) or
- Fast Food chains (e.g. Chicken, Hamburgers, Pizza)
- Supermarkets (e.g. Woolworth's, Coles, Aldi)
- Retail Fashion (e.g. Giordano, Esprit, Just Jeans)
- Record Stores (e.g. Sanity, HMV)
- Airlines (e.g. Virgin Blue, Jetstar, QANTAS, British))
- Retail Electronics (e.g. PowerHouse, Tandy, Harvey Norman)
- Coffee Shops (e.g. Gloria Jean's, Starbucks)
- Telecommunications Broadband Services (e.g. Bigpond, Optus, AAPT)
- (Other industries/retail groupings can also be studied with prior approval by the lecturer.)

The tasks of the group are:

- a. **Task (a) Servqual Analysis: - 2000 word report worth 12.5 Marks due Week 7 (by 4.30pm)– Friday 14th September, 2007.**

To evaluate critically the standards of customer service provided by two competing organizations. This analysis will measure, compare and contrast various aspects of service quality systematically (using the SERVQUAL methodology) for the two organizations.

Statistical analysis of the results should incorporate:

- Descriptive statistics for all 22 Servqual perception questions and each of the five (5) factors (e.g. mean and t tests) to identify real differences between the two organisations, if any. Use of charts and tables is recommended.
- Also for analysis purposes identify respondent demographic/ classification information questions, e.g. date, location, time, sex: M/F, age range, frequency of buying, amount purchased. Investigate descriptive statistical differences as above with respect to demographics/classification.
- The task is to obtain at least 40 interviews from each organisation so as to be able to provide a reasonable statistical analysis.

The group must be able to suggest specific strategies for the weaker performing organisation to improve its service quality vis-a-via its competitor incorporating relevant academic peer reviewed journal articles and other references related to the service quality literature (i.e. not Wikipedia).

Task (a) Requirements: Prepare a 2000 word report due Week 7 (by 4.30pm)– Friday 14th September, 2007. All assignments are to be typed in 12-point font, one and a half spacing with 2.5-cm margins. Reports should be submitted in both hardcopy to ERIC and a softcopy directly emailed to your seminar leader. Assignments are to be submitted using the ERIC Group Cover Sheet. Staple your assignment in the top left-hand corner. Do not put the report in a binder or individual pages in separate plastic holders –Make sure that your name and SID are clearly legible without opening the report.

The report format and allocation of marks for the Servqual Report will be:

Structure of Report	Allocation of Marks
Executive Summary	5.0%
Brief description of data collection and analysis methods	5.0%
Servqual summary of results Company A	15.0%
Servqual summary of results Company B	15.0%
Company comparison/contrast of Servqual results	25.0%
Service quality improvement strategies	25.0%
Presentation (spelling, syntax, grammar, presentation and layout of report)	10.0%

b. Task (b) Operational Analysis: - 3000 word report worth 17.5 Marks due Week 13 (by 4,30pm) – Friday 9th November 2007.

The group will critically evaluate the following issues with respect to the two competing organizations identified above and provide illustrative examples:

- (a) Map and describe the service blueprint of one of the competing firms and explain the role of marketing with respect to value creation for each process. This means also describing the common KPIs used by the firm to measure marketing performance and explaining the activity drivers for these KPIs?
- (b) Explain how the 'servicescape' has been used to influence customer and employee attitudes and behaviours and how it has been used to achieve competitive advantage..
- (c) Explain the strategies and techniques used to manage and forecast demand and the difficulties encountered.
- (d) Explain to what extent continuous improvement, TQM and lean systems are used to improve performance.
- (e) Based on the above understanding of how these firms operate for the lesser performing organisation, recommend improvements in both service and other marketing mix elements including positioning strategies (considering their revenue, costs and operational implications).
- (f) For the lesser performing firm consider the range of potential operational marketing structural and behavioural problems that could constrain this firm from the achievement of its improvement objectives and then to recommend contingency plans to effectively deal with these problems. For example: marketing functional problems, control and monitoring systems problems and policy directive problems. Specific areas could involve any of the following: managing the sales force; identification and selection of prospects; routing the sales force; best practices; pricing and price lists, rebates, competition; distribution including coverage, mix, margin, control, make or buy decisions and outsourcing; distribution intensity, conflict, multiple channels; communications, product types and products branding. Strategic and Policy areas could include sales force policy, distribution channels selection, management, pricing policy, communication approach and mix, branding and product policy, etc

Task (b) Requirements: Prepare a 3000 word report due Week 13 (by 4,30pm) – Friday 9th November 2007. All assignments are to be typed in 12-point font, one and a half spacing with 2.5-cm margins. Reports should be submitted in both hardcopy to ERIC and a softcopy directly emailed to your seminar leader. Assignments are to be submitted using the ERIC Group Cover Sheet. Staple your assignment in the top left-hand corner. Do not put the report in a binder or individual pages in separate plastic holders –Make sure that your name and SID are clearly legible without opening the report.

The report format and allocation of marks for the Operational Analysis Report will be:

Structure of Report	Allocation of Marks
Executive Summary and Tab	5.0%
Service Blueprint	15.0%
Servicescape	10.0%
Demand Forecasting	10.0%
Continuous of Contents and TQM	10.0%
Recommendations for Improvement	20.0%
Structural and Behavioural Problems	20.0%
Presentation (spelling, syntax, grammar, presentation and layout of report	10.0%

Extensions of time for the submission of assignments will be granted only in special circumstances. Applications for such extension must be made in writing to David Gray, the Unit Convenor, at least three days before the submission date, and must include appropriate evidence to support your application.

All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.

Remember the essay must be your own work. Plagiarism is a serious offence.

2. Group Assessment Task 2 Capstone Marketing Strategy Simulation – 15 Marks

The Capstone Marketing Strategy simulation requires teams to make a series of complex, real world marketing decisions over a simulated period of 7 years. It places teams in a dynamic competitive environment in which they must devise and pursue their own strategy and react to the moves of competitors. The simulation will be conducted between weeks 4 – 11, with a final briefing session taking place during the seminar in week 10.

As in a true competitive market, teams will be competing against each other. As an added bonus Macquarie students will be competing head-to-head with strategy students from University of New South Wales and the Australian National University.

Marks will be allocated according to the relative performance standing of each team by the end of the game, and from the reflective learning paper submitted in Week 13 (Friday 26th October). More information about the game will be provided during the Week 4 briefing.

All materials for the Capstone Simulation will be available from www.capsim.com.

TIMETABLE OF SIMULATION GAME DECISIONS

			Sydney Time Sunday 3am Deadline (= USA time 1pm Saturday)	Sydney Time Thursday 3am Deadline (= USA time 1pm Wednesday)
Week 4	20/08	Introduction and student registration		Introductory Session
Week 5	27/08	Team Practice		
Week 6	3/09		Decision 1 (02/09/07)	
Week 7	10/09		Decision 2 (09/09/07)	
Week 8	01/10		Decision 3 (30/09/07)	Decision 4 (04/10/07)
Week 9	08/10		Decision 5 (07/10/07)	Decision 6 (11/10/07)
Week 10	15/10	Capstone Final Briefing	Decision 7 (14/10/07)	

Individual Assessment Tasks

Assessment Task Three : Capstone Reflective Learning Assignment - worth 15 Marks and is due (by 4.30 pm) Friday 26th October 2007

Reflective writing enables the documentation of experiences, thoughts, questions, ideas and conclusions that signpost your learning journey. During the Capstone Marketing Strategy Simulation all students are required to keep a private reflective journal of their activities and thoughts during the game. This will be done within Microsoft Word. Each student will reflect on each of the following issues:

- a. Briefly analyse your team's performance and explain the rationale behind the major strategies pursued by your team as the game progressed?
- b. What were the assumptions that you were operating with and were they accurate? What did I previously think was true, but now know to be wrong?
- c. What kind of behavioural barriers (e.g. skills in bargaining and negotiation, resource allocation, and developing informal organisational arrangements) did you personally encounter as the game progressed?
- d. What kind of activities, actions, and decisions have you taken to improve your interpersonal interaction with your team members as the game progressed?
- e. What aspects of the game did you find most difficult? How did you go about dealing with these difficulties?
- f. What were three main things I learned from this Game (e.g. technical, financial, marketing, strategy, interpersonal, working in a team, be specific: i.e. communication skills). What was new or surprising to you?

- g. What kinds of skills/knowledge do you think you are still lacking for you to be successful in the game? I am still unsure about...??
- h. Issues that interested you a lot during the simulation and that you would like to study in more detail?
- i. What were the aspects that you most disliked about the Capstone Simulation Game?
- j. In what ways could this assignment be improved?
- k. In what ways could the Capstone Simulation game be improved?
- l. What were the aspects that you most liked about the inter-university competition? What were the aspects that you most disliked about the inter-university competition?
- m. Would you recommend this simulation game to another student who is interested in the subject?
- n. Overall, on a scale of 1 to 100%, how would you rate your learning experience of the Capstone Game?(1= I wasted time and didn't learn much to 10 = I worked well and learned heaps _____ score

Task Requirements: Capstone Reflective Journal

All assignments are to be typed in 12-point font, one and a half spacing with 2.5-cm margins. Reports should be submitted in both hardcopy to ERIC and a softcopy directly emailed to your seminar leader. Assignments are to be submitted using the ERIC Individual Cover Sheet. Staple your assignment in the top left-hand corner. Do not put the report in a binder or individual pages in separate plastic holders –Make sure that your name and SID are clearly legible without opening the report.

There is no word limit for each section. Students are encouraged to be creative and use a range of multi-media formats in your journal (i.e. presentation, photos, sound, video, etc).

Your assignments will be marked according to the following criteria:

- Expression (spelling, syntax, grammar)
- Description (coherent, unambiguous, thoughtful)
- Argument (valid, logical, reasonable)
- Relevance and Depth (with respect to each question)

Assessment Task Four : Final Examination – Worth 40 Marks

The exam will cover topics covered in weeks 1-13

There will be a three-hour examination that is worth **40% of the assessment** for the course.

To pass this course you must obtain a pass (50% or greater) in this examination and the Reflective Journal Individual Assignment, regardless of the marks you achieve in the Group Assignments.

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 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/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, which is the final day of the official examination period.

5.3. 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>

6. Academic Honesty and 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.

7. Student Resources

7.1 Course resources/Prescribed Texts

- Prescribed texts
Fitzsimmons, J A., Fitzsimmons, M.J. 2006, *Service Management*, 5th Edition, McGraw Hill Irwin
- Prescribed unit materials : Online Student Guides for the Capstone Marketing Strategy Simulation at www.capsim.com

Additional References - available at the library

Finch, Byron J., *Operations Now – Profitability, processes, performance*, 2007 3rd Edition McGraw Hill Irwin, 2007

Whitwell, G., Lukas, B., Doyle, P. (2003), *Marketing Management: A Strategic, Value-based Approach*, Milton, QLD: John Wiley & Sons.

Journal articles: *Service Quality, Service Recovery and Customer Retention*

- Prahalad and Ramaswamy, 2000, "Co-opting Customer Competence," HBR, January-February 2000.
- Johnstorn and Mehra, 2002, "Best-practice complaint management," *Academy of Management Executive*, November 2002.
- Ford, Heaton and Brown, 2001, "Delivering Excellent Service: Lessons from the Best Firms," *California Management Review*, Fall 2001.
- Tax and Brown, 1998, "Recovering and Learning from Service Failure," *Sloan Management Review*, Fall 1998.
- Hart, Heskett and Sasser, 1990, "The Profitable Art of Service Recovery," HBR, July-August 1990.
- De Jong, Ad; de Ruyter, Ko. 2004, Adaptive versus Proactive Behavior in Service Recovery: The Role of Self-Managing Teams. *Decision Sciences*, Vol. 35 Issue 3 (summer), p457-491,
- Robbins, Tina L.; Miller, Janis L. 2004, "Considering Customer loyalty in Developing Service recovery Strategies", *Journal of Business Strategies*, Vol. 21 Issue 2 (fall), p95-109.
- Swanson, Scott R.; Kelley, Scott W. 2001, "Attributions and Outcomes of the Service Recovery Process", *Journal of Marketing Theory & Practice*, Fall2001, Vol. 9 Issue 4 (fall), p50-65.
- Lawrence Ang L., Buttle, F. 2006 "Customer retention management processes: A quantitative study", *European Journal of Marketing*; Volume: 40 Issue: 1/2; pp83-99.
- Parasuraman,A.;Berry,Leonard L.;Zeithaml,Valarie A., "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, 1985, 49, 4, 41-50.
- Parasuraman,A.;Berry,Leonard L.;Zeithaml,Valarie A., "SERVQUAL: A Multiple-Item Scale For Measuring Consumer Perceptions of Service Quality", *Journal of Retailing*, 1988, 64, 1, 12-40.
- Parasuraman,A.;Berry,Leonard L.;Zeithaml,Valarie A., "Refinement and Reassessment of the SERVQUAL Scale", *Journal of Retailing*, 1991, 67, 4, 420-450.

Zeithaml, Berry and Parasuraman, 1996, "The Behavioral Consequences of Service Quality," *Journal of Marketing*, April 1996.

It will be assumed that you will have read the chapters assigned each week prior to attending lectures. The text covers some of the basic material and provides numerous examples. There will also be a small number of additional readings from other sources that will be provided to you via WebCT.

7.2 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>.

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".

8. Lecture Timetable

Week No. Lecture	Topic	Readings/ Case Study
Part 1 – Understanding the nature and scope of Strategic Marketing Operations Management and the Foundations for Success		
Week 1 30 July	Introduction and Overview Subject Outline <ul style="list-style-type: none"> • Course Overview • Strategy versus operations • The Services Context 	Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 1-3
Week 2 6 August	Profitability <ul style="list-style-type: none"> • Productivity Measures • Customer Relationship • Balanced Scorecard 	1. Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 2 Profitability 2. Kaplan, R.S., Norton., D.P., 1996, <i>The Balanced Scorecard</i> , Harvard Business School Press
Week 3 13 August	Value, Strategy & Capabilities <ul style="list-style-type: none"> • Creating value B2B or B2C • Operations Strategy or Relationship among strategic decision and competitive Priorities • Capability and customer value 	1. Reference: Finch Byron .J,(2007), <i>Operations Now</i> Chapter 3 Strategy & Value
Week 4 20 August	Processes <ul style="list-style-type: none"> • Product design or process design • New process requirement • The Service Delivery Process 	Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 4 New Service Deployment and Chapter 8 The Supporting Facility Introduction to Capstone Simulation
Part 2 – Uncovering the Components of Value that Customers Pay for (Weeks 5-7)		
Week 5 27 August	Managing Quality <ul style="list-style-type: none"> • Quality & Value • Quality & customer Loyalty • Service Recovery • General Purpose Quality tools • Continuous Improvement 	1. Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapter 6 Service Quality 2. Carlson, J., <i>Moments of Truth</i> , Cambridge, MA: Ballinger Press,1987 Team Practice of Capstone Simulation
Week 6 3 September	Managing Cost <ul style="list-style-type: none"> • Cost and Perceived value • Productivity improvement and Cost reduction • Cost implications for Operation Decisions 	1. Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 5. Cost 2. Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 7 The Service Encounter Capstone Simulation Decision 1 (2/09/07)
Week 7 10 September	Managing Timeliness <ul style="list-style-type: none"> • Time reduction strategies • Managing waiting lines 	1. Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 8. Timeliness. 2. Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 13 Managing Waiting Lines. Group Project Task (a) Servqual Analysis Due Friday 14th September Capstone Simulation Decision 2 (9/09/07)

<i>Break 17/09/2007 – 28/09/2007</i>		
Part 3 – Managing Strategic Marketing Activities and Resources Part 4 – Weeks 8-13		
Week 8 1 October	Resource Planning <ul style="list-style-type: none"> • Project Management • Forecasting Methods 	Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 10 – Managing Projects and Chapter 11- Forecasting Demand for Services Capstone Simulation Decision 3 (30/09/07) Capstone Simulation Decision 4 (4/10/07)
Week 9 8 October	Resource Planning Facilities <ul style="list-style-type: none"> • Facility Design • Facility Location • The Workforce 	1. Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapter 8 The Supporting Facility and Chapter 9 Service Facility Location 2. Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 17 – Workforce Capstone Simulation Decision 5 (7/10/07) Capstone Simulation Decision 6 (11/10/07)
Week 10 15 October	Supply Chain Management <ul style="list-style-type: none"> • Supply Chain Management • Components Outsourcing • Capstone Final Briefing Session 	Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 15 Service Supply Relationships Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 9- Supply Chain Capstone Simulation Final Decision 7 (14/10/07)
Week 11 22 October	Inventory Management and Leans Systems <ul style="list-style-type: none"> • Why to carry inventory and retailing and finished product inventory • Components and raw material inventory Managing dependent demand inventory • Eliminating Waste 	1. Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 16 Managing Facilitating Goods 2. Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 11- Inventory Management and Chapter 13 - Lean Systems Capstone Reflective Learning Assignment due for submission Friday 26th October
Week 12 29 October	Managing Capacity and Demand <ul style="list-style-type: none"> • Strategies for Managing Demand • Strategies for Managing Capacity • Yield Management 	Text: Fitzsimmons, J 2006, <i>Service Management</i> , Chapters 12 Managing Capacity and Demand and Chapter 14 Capacity Planning and Queuing Models
Week 13 5 November	Constraint and Course Review <ul style="list-style-type: none"> • Why constrain management • Constrain Management Process • Exploitation and its implications for management • Exam Review 	Reference: Finch Byron .J, (2007), <i>Operations Now</i> . Chapter 15 – Constraint Management Group Project Task (b) Operational Analysis Final Report Due Friday 9th November