



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

# **BBA313**

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

### ***UNIT OUTLINE***

### ***SEMESTER 2, 2008***

**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 3.10pm to 4.50pm.  
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.

## 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

#### Individual:

2. Assignment 20 marks
3. Final Examination (*which you must pass to pass the unit*) 50 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 + 3,500 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. Assignment 20 marks**

A separate handout will be provided later.

**Due: 4.30PM, FRIDAY, 19<sup>th</sup> September, 2008.**  
**In ERIC**

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

**3. Final Examination 50 marks**

The fourth assessment will be the final examination, worth **50%** of the total grade **and which must be passed** if a pass in the unit is to be obtained. The examination will be three hours. Details of the structure will be provided later in the semester. The exam may include material covered in the lectures, including theory, the case studies and 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.

### **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.

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://learn.mq.edu.au>***

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**

**5 August:**

**Lecture 1**

**Introduction**

◆ An Overview of the Course

◆ Marketing and Shareholder Value  
WHITWELL ET AL. Chapter 1

◆ How to Prepare for a Case Presentation  
HARTLEY Chapter 1

**12 August:**

**Lecture 2**

◆ Value Drivers

WHITWELL ET AL. Chapter 3

◆ Value-Based Marketing Strategy and Planning  
WHITWELL ET AL. Chapter 4

**19 August:**

**Lecture 3**

◆ Strategic Objective Assessment

WHITWELL ET AL. Chapter 5

**Case:**

HARTLEY Chapter 18 Harley Davidson

**26 August:**

**Lecture 4**

Strategic Focus Assessment

WHITWELL ET AL. Chapter 6

**Case:**

HARTLEY Chapter 8 Perrier

**2 September:**

**Lecture 5**

◆ Issues in Branding

WHITWELL ET AL. Chapter 7

**Case:** HARTLEY Chapter 17 Euro Disney

**9 September:**

**Lecture 6**

◆Prices

WHITWELL ET AL. Chapter 8

**Case:**

HARTLEY Chapter 20 Southwest Airlines

**OR**

HARTLEY Chapter 4 Airliner Wars: Boeing vs Airbus

**16 September:**

**Lecture 7**

◆Products

WHITWELL ET AL. Chapter 9

**Case:**

HARTLEY Chapter 7 Ford Explorers/ Firestone

***INDIVIDUAL ASSIGNMENT DUE  
4.30pm Friday, 19<sup>th</sup> September, 2008 in ERIC***

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***Mid Semester Break from 20 September to 6 October***

**23 September**

**30 September**

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**7 October:**

**Lecture 8**

◆Distribution

WHITWELL ET AL. Chapter 10

**Case:**

HARTLEY Chapter 11 Toys R Us

**OR**

HARTLEY Chapter 12 Gateway's Efforts  
to stay alive

**14 October:**

**Lecture 9**

◆Promotion and Communication

WHITWELL ET AL. Chapter 11

**Case:**

HARTLEY Chapter 13 Maytag: An Incredible  
Sales Promotion in England

**21 October:**

**Lecture 10**

- ◆ Internet Marketing  
WHITWELL ET AL. Chapter 12

**Case:**

HARTLEY Chapter 10 Hewlett-Packard

**28 October**

**Lecture 11**

Ethical Marketing  
(Handout)

**Cases:**

HARTLEY Chapter 12 Merck's Vioxx Catastrophe

**4 November:**

**Lecture 12**

**Melbourne Cup**

HARTLEY Chapter 10 Firestone/Ford

**11 November:**

**Lecture 13**

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

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

## **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://senate.mq.edu.au/rules/Guidelines2003.doc>

<http://senate.mq.edu.au/rules/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, 2008.**

**GROUP DETAILS**

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

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

**Please note name and student number for each group member.**

NAME: ID. EMAIL MOBILE PHONE:	NAME: ID. EMAIL MOBILE PHONE:	NAME: ID. EMAIL MOBILE PHONE:
NAME: ID. EMAIL MOBILE PHONE:	NAME: ID. EMAIL MOBILE PHONE:	NAME: ID. EMAIL MOBILE PHONE:

**1. CONTACT DETAILS FOR THIS GROUP LEADER:**

**NAME** \_\_\_\_\_

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

**PHONE NO'S:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_

**NAME OF GROUP**

**CASE TO BE PRESENTED FROM HARTLEY**

## **IMPORTANT: FOR STUDENTS ENROLLING IN BBA303**

The unit **BBA303** - Marketing Communications will be replaced by **MKTG310** – Integrated Marketing Communications in 2009.

As BBA303 will no longer be offered **from 2009, please choose MKTG310 instead of BBA303** – students can qualify with this unit as it contains the same course content and number of credit points.