About this Unit

MKTG208 is a 3 credit point subject. This unit extends the material learnt in MKTG101 - Fundamentals of Marketing in reference to the customer and the organization. Marketing management is no longer a department within the company- it is a company-wide undertaking. Successful marketing management includes developing marketing strategies and plans, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, capturing marketing insights and creating successful long-term growth.

This unit focuses on formulating and implementing marketing management strategies and policies. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Typically, it is called corporate marketing, strategic marketing, or marketing management. For our purposes they all involve essentially the same process, even though the actors and activities may differ. The course will provide you with a systematic framework for understanding marketing management and strategy.

Accordingly, the course emphasizes the following:

- Primary and changing perspectives on marketing management in the New
Economy.

- The impact of interactive media on marketing management.
- Applied marketing management and strategy, domestic and global.
- An international focus in developing marketing management and strategy.

The course is intended for:

- Marketing students who wish to deepen their understanding of marketing management in a strategy-planning context.
- Non-marketing students who desire a course in marketing strategy, with a management and planning orientation.

**Teaching Staff**

**Convenor- Leanne Carter**
Building E4A Room 631  
Tel: 9850 6467  
Email: lcarter@efs.mq.edu.au  
Consultation Times: FRIDAYS 1.00am to 2.00pm  
And other times by appointment.

**Lecturer in Charge- Steve Erichsen**  
Consultation Times: by appointment.

**Tutor- Dr Meena Chavan**  
Consultation Times: by appointment.

**Classes**

**Lecture/Tutorial:**  
Tuesday 4.00 am to 6.00 pm in X5B T1  
**Tutorials:**  
Tuesday 12.00 noon in C5A 226  
Tuesday 1.00pm in C5A 226  
Tuesday 2.00pm in C5A 226

**REQUIRED MATERIALS**


**Additional/Recommended Reading** (held in Special Reserve):


**Articles Related to Marketing Management**


**In addition** to these there may be a number of journal articles added to BLACKBOARD during the semester. Material from any (or all) of these may be used for examination purposes.

PLUS additional information on this subject can be found in the following business periodical publications. These publications are available in the library either in hard copy or in electronic format:

- *Journal of Marketing*
- *European Journal of Marketing*
- *Journal of Product and Brand Management*
- *Harvard Business Review*

**Unit Web Page**

This unit is supported by a web Page on BLACKBOARD. You can log into this using the following address: [http://learn.mq.edu.au/](http://learn.mq.edu.au/)

**Learning Outcomes**

This course is concerned with the development, evaluation, and implementation of marketing management in complex environments. The course deals primarily with an in-depth analysis of a variety of concepts, theories, facts, analytical procedures, techniques, and models. The course addresses strategic issues such as:

- What business should we be in?
- What are our long-term objectives?
- What is our sustainable marketing competitive advantage?
- Should we diversify?
- How should marketing resources be allocated?
- What marketing opportunities and threats do we face?
- What are our marketing organizational strengths and weaknesses?
- What are our marketing strategic alternatives?

To ensure that students have a solid foundation of the fundamental marketing decision-making tools and management of all of the elements of the marketing plan.

Through this in-depth semester-long project, students will be provided the opportunity to apply those marketing planning and decision-making skills. We will be building upon these principles throughout this course especially those principles that you have learned in Fundamentals of Marketing.

To become familiar with the range of decisions implicit in strategic marketing management and planning. In addition, to develop skill in using a variety of analytical frameworks for making such decisions. To develop an understanding of how markets contrast in terms of: their “enduring characteristics.”, and their stage of development and
how the nature of competition in such markets is impacted.

To develop skills in planning a variety of marketing management tools, ranging from new product entry strategy to international market product life cycle management and strategy.

To develop skill in organizing for effective strategic marketing and in implementing the market planning process
Relationship between Assessment and Learning Outcomes

Knowledge and understanding of marketing management are assessed by a mixture of examination, assignments and presentation. Marks in this unit will be allocated on the following basis:

1) Submitted marketing plan projects
   (due at time stated in schedule) 20 marks
2) Oral Marketing Plan Presentations 10 marks
3) Essay 20 marks
4) Final Examination 50 marks

Total: 100 marks

Grading for this course is as follows:

1. Marketing Plan Project  DUE: Week 13 IN TUTORIAL  20%
   In groups of 4 to 6 students, work on a marketing plan for the fictional product a SONIC PDA. During the semester, each of the elements of the marketing plan, coordinating with the text chapters/lectures will be due for review.

   The Tutor will review each weekly submission and suggest areas for improvement, for more detailed study, or if acceptable, allow the students to proceed to the next phase in development.
   Weekly Reports will be used to collate this report.

End of Semester Final Report
All exhibits and spreadsheet reports should be double-spaced, with 2.5cm margins on all sides of the paper, using 12 point Times New Roman font. This written report is worth 10 marks.

- Page # 1: Executive Cover Memo*
- Pages # 2–4: Situation Assessment and Analysis
- Pages # 3–6: Market Summary
- Pages # 7–9: Marketing Strategy
- Pages # 10–13: Financials
- Page # 14: Controls

   See the example of an Executive Cover Memo of this syllabus for the format to be used AT THE END of this Unit Outline

PLEASE SUBMIT TO “YOUR TUTOR” IN TUTORIAL WEEK 13
2. **Oral Marketing Plan Presentations**  **DUE: Weeks 12 and 13**  **10%**

At the end of the semester, each group is to present a summary of their marketing plan to the class. An oral presentation of your marketing plan will be conducted in tutorials in Week 13. Oral presentations will be evaluated according to the Marking Guide found at the end of this unit outline.

Students may choose to use the computer program **Marketing Plan Pro** in creating their proposals and submissions and in their final presentation(s).

3. **Essay- A Literature Review (2000 WORDS)**  **DUE: Week 7**  **20%**

There will be one individual assignment during this course. This assignment is worth 20% of your marks for the unit.

The essay will require you to complete a literature review on the specific topic listed below. This assessment item is designed to test your understanding of a major conceptual issue that underlies marketing theory. The assignment should be concise, clearly argued, and typed single-sided, on A4 paper, using 12pt font, 1.5 line spacing, with your student name and identification number in the footer of each page.

The structure of the literature review is to follow a standard approach to report writing:
1) assignment cover sheet,
2) title page,
3) table of contents,
4) introduction,
5) literature review,
6) conclusions,
7) list of references,
8) appendices.

You should use numbered headings and sub-headings throughout your report. The length is to be no longer than **2000 words** (excluding introduction, conclusion, tables and references).

Your literature review must cover the topic listed below. A literature review must do these things:
1) be organized around and related directly to the topic you are discussing,
2) synthesize results into a summary of what is and is not known, and
3) identify areas of controversy in the literature.

These sites may be helpful to the writing of your literature review:
http://library.ucsc.edu/ref/howto/literaturereview.html
and
http://www.utoronto.ca/writing/litrev.html.

It is expected that you would have a **minimum** of 6 quality journal article references from academic journals, and **at most 5 references** from textbooks. As you will be
reviewing many published works it is important that you correctly reference and acknowledge all sources, both in-text and in your reference list.

**Topic: Marketing Management, Internal Marketing and the Role of Employees**

Internal marketing has been discussed in the management and academic literature for more than three decades, yet it remains ill defined and poorly operationalized. Consider the existing conceptualization, dimensions and impact of internal marketing (and internal market orientation) and employer-employee exchanges in the internal market in the context of Marketing Management literature. Consider how internal marketing might have a positive impact on customer satisfaction, relative competitive position, staff attitudes, staff retention and staff compliance.

Some additional information on writing a literature review.

A good literature review:

- 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 literature review will not be a compilation of summaries but an evaluation of such.

### See the marking guide attached at the end of the outline for allocation of marks.

**PLEASE SUMBIT TO “BESS” E4B 106 BY 4.00PM THURSDAY 9TH APRIL, 2009.**
4. Final Examination

A three hour written examination will be held in the examination period. The examination will include questions relating to The Lectures, Textbooks, Tutorial work, your group projects, any Case Studies presented, and any other materials discussed in lectures or distributed on WEB CT. You will be expected to be able to apply your knowledge. To simply feedback lecture notes (or any other materials) will not guarantee a pass. Further details will be given in lectures.

Note: To obtain a passing grade in this unit you must pass the final examination. No other marks will be considered unless a pass is obtained in the final examination.
Student Roles and Responsibilities

1. Attend class and prepare for the class by reading the material before the scheduled class period. In my classes, I do not have an attendance policy. My lectures feature numerous practical and real life examples of the course principles in action that show how marketers use these concepts in everyday marketing. Missing a lecture may impede your ability to understand fully the concepts and principles covered. I suggest that you use a “buddy” system to ensure that if you miss a class that you get the appropriate notes from the lecture and please do not ask me to repeat a missed lecture for your benefit.

2. Understand that all of the material presented during the class lectures may be incorporated into exams, or other forms of evaluating student performance. You are responsible to ensure that you take appropriate notes of the class lectures, so when and if materials from the lectures appear on an exam, you have studied the correct material. My policy is that I do not give extra credit assignments. You should make every effort to achieve your desired grade by performance on the course grading criteria.

3. Understand that all written assignments are due at the time of the class in which they pertain and at no other time. I cannot accept late papers and I cannot accept email submission of papers for any reason(s).

4. In all of my classes/subjects there will contain some degree of business math. Certain upper level courses involve heavy concentration of marketing math, financial analysis, and managerial accounting principles.

5. Your role and responsibility includes a desire to learn and contribute to the learning experience for the group by actively participating in class discussions and exercises. I exercise the right to call on any student at any time for class participation and to judge your preparedness for the class.

6. You should arrive at class on time to avoid disrupting the class. Mobile phones, pagers, iPods and PDAs should be turned off before entering the classroom. No unauthorized guests, including children, are allowed during class. Working on assignments from other courses or studying for other exams, reading outside materials unrelated to the course, talking with fellow students during lectures, sleeping in class, and any other disruptive behavior(s) is(are) not permitted.
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<th>TUTORIAL ACTIVITIES -SONIC</th>
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<td>Defining Marketing for the 21st Century</td>
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<td>Developing Marketing Strategies and Plans</td>
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<td>2</td>
<td>3</td>
<td>Gathering Information and Scanning the Environment</td>
<td>Group formation and begin the process of reviewing the SONIC PDA product.</td>
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<td>Conducting Marketing Research and Forecasting Demand</td>
<td>Draft a mission statement for Sonic’s senior management to review. Prepare a summary of SWOTs. List the marketing and financial objectives the company has for the new PDA being developed by Sonic.</td>
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<td>Creating Customer Value, Satisfaction, and Loyalty</td>
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<td>Analyzing Consumer Markets</td>
<td>For which sections of the plan will you need secondary data? Primary data? Why do you need information for each section? Where can you find secondary data that will be useful? Identify two Internet sources and two non-Internet sources. Describe what you plan to draw from each source, and indicate how you will use the data in your marketing plan. What primary research will Sonic need to support its marketing strategy, including product management, pricing, distribution, and marketing communication? What questions or issues should Sonic seek to resolve using primary data? What technological, demographic, and/or economic changes can potentially affect PDA development, buyer acceptance of PDAs, and development of substitute or enhanced products?</td>
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Determine, from available secondary data, estimates of total demand for PDAs for the next two years. She understands you will have to do Internet searches and determine industry trade association sources for such data. Look at the various ways to evaluate marketing effectiveness and recommend to her the best way that Sonic can determine the effectiveness of its marketing efforts.

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<td>Recommend how Sonic should measure total customer satisfaction.</td>
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<td>What cultural, social, personal, and psychological factors have the most influence on consumers buying PDAs? What research tools will help you better understand the effect of these factors on buyer attitudes and behavior? What consumer buying roles and buying behaviors are particularly relevant for PDA products? What kind of marketing activities should Sonic plan to coincide with each stage of the consumer buying process?</td>
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<td>Which variables should Sonic use to segment its consumer markets? Which variables should Sonic use to segment its business markets? How can Sonic evaluate the attractiveness of each identified segment?</td>
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<td>Crafting the Brand Positioning</td>
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<td>Dealing with Competition</td>
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<td>Setting Product Strategy</td>
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<td>Designing and Managing Services</td>
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<td>Developing Pricing Strategies and Programs</td>
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<td>What support services do buyers of PDA products want and need? Consider what Sonics’ competitors are doing in this area.</td>
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<td>How can Sonic identify and manage gaps between expected and perceived service to satisfy customers? What post-sale services must Sonic make available to customers who buy the Sonic PDA? What internal marketing does Sonic need to do to implement its service strategy?</td>
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<td>Are PDA customers likely to be price-sensitive? Is demand elastic or inelastic? What are the implications of the answers for pricing decisions? What price adaptations such as discounts, allowances, and promotional pricing should Sonic include in its marketing plan?</td>
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<td>What decisions must Sonic make to develop the five marketing flows (physical product, title, payment, information, and promotion) for Sonic 1000? How many levels would be appropriate for the consumer and business markets you are targeting for Sonic 1000? Should you plan for exclusive, selective, or intensive distribution? What decisions must Sonic make to develop the five service outputs (lot size, waiting time, spatial convenience, product variety, and service back up) for Sonic 1000?</td>
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**Examinations**

The University examination period in the first half of the year 2008 is from 10 June to 26 June. 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](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](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](http://www.student.mq.edu.au/plagiarism/) or on the web at: [http://www.student.mq.edu.au/plagiarism/](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
**Executive Summary:**

1. Thoroughly and succinctly reviews the main issues of the report

**Situation Analysis:**

2. Market summary: target markets, market needs, market trends, market growth

3. Summary SWOT: consider
   - Macro environment: political, economic, socio-cultural, technological, etc.
   - Micro environment: competitors, customers, channel members, suppliers, publics

4. Competition

5. Product Offerings

6. Distribution

7. Comprehensive search for data/research

**Market Strategy:**

9. Realistic Objectives, Target Market

10. Target Markets, Positioning

11. Comprehensive, Consistent and integrated 4 P’s


13. Marketing Research to support the development, implementation and evaluation of 4 P’s

14. Implications identified in Situational Analysis effectively applied to the 4 P’s

**Financials:**

16. Profit and Loss forecasts and actuals

17. Rigour and analysis of forecasts
Controls:

18. Implementation
19. Marketing Organisation Structure

Presentation:

21. Sentence & paragraph construction, clarity, readability, succinctness, spelling, grammar, punctuation
22. Appendices, tables and figures are appropriately presented, table of contents appropriately used

List of references and in-text referencing is presented in accordance with an accepted referencing style

Total /100

Comments
## Oral Presentation Style

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## Question Period

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#### Introduction:
1. Introduces the topic, details the purpose and structure of the assignment concisely | 1 |

#### Content & Analysis:
2. Identification of seminal literature on the topic (minimum of 6 scholarly articles) | 1 |
3. Comprehensive analysis and discussion of the literature relevant to the research topic | 2 |
4. Themes in the literature were identified, discussed and critically evaluated | 2 |
5. Arguments and conclusions about the topic were outlined and justified with reference to the literature | 5 |
6. The research topic was addressed appropriately | 1 |

#### Presentation:
7. Logically and clearly structured content, correct use of headings and sub-headings | 1 |
8. Sentence & paragraph construction, clarity, readability, succinctness, spelling, grammar, punctuation | 1 |
9. Appendices, tables and figures are appropriately presented, table of contents appropriately used | 1 |

#### Conclusion:
10. Summarises the key findings of each section in a concise yet comprehensive manner | 3 |

#### Referencing:
11. List of references and in-text referencing is presented in accordance with an accepted referencing style | 2 |

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WRITING AN EXECUTIVE COVER MEMO FOR YOUR MARKETING PLAN

Some “hints” to use in writing an Executive Cover Memo:

- Do not use terms such as “increase,” “decrease,” “implement as soon as possible,” and other non-specific and non-analytical language; use very specific language when preparing your case analyses.
- Do not use transitory phrases in your report.
- Cite numbers ($ or % increase; market share growth) and attach all pertinent documents to your report.
- Do not just state “Exhibit A” shows our growth rate” without first stating the growth rate in your paragraph.
- Before submitting your document, ask yourself the question, “Does this memo contain all of the information my boss needs to make a decision in my favor?” If not, revise your memo.

**EXAMPLE ONLY**

**Executive Cover Memo Format (1 Page Limit)**

To:
From: (list your name and/or the names of all members of your student groups. Initial in pen)
Subject: (list the case name)
Date: (class date)

(Your wording for each of these sections will vary according to the case but you must use these headings and a limit of one page.)

This is to recommend the immediate construction of two additional campus-parking garages that will benefit from very fast economic paybacks to University.

**BACKGROUND**
Currently, the University campus has an enrollment of 32,000 with an annual growth rate of approximately 30 percent. Projected university-wide enrollment in the 2004–2005 academic year could approach 48,000+ students. With only three parking garages now at 100 percent capacity and only yyyy total parking spaces currently available, there is an immediate need for additional parking facilities at the main campus. Undeveloped land exists in relative abundance throughout the grounds for this use.

**RECOMMENDATION**
A fourth and fifth parking garage should be constructed in sufficient time to be online for the 2004–2005 academic years. At a completed, turnkey cost of $3.5 million and with a capacity of 2,500 vehicles each, the facilities will have a payback period of 6 years based upon the current student decal rate of $111.00/year. This payback time line is sufficiently short for obtaining the highest safety rating possible for the revenue bonds that would finance the recommended construction.

**NEXT STEPS**
The same engineering/architecture plans will be employed as were used with the first three garage facilities. Serial revenue bonds will be issued as soon as approved. Site locations will be finalized by November 2001. Construction will commence in January 2005 with fast-track completion achieved by August 2005. Management (President and Board of Trustees) approval is needed by September 28, 2004.