



***GRADUATE ACCOUNTING AND COMMERCE CENTRE***

***DIVISION OF ECONOMIC AND FINANCIAL STUDIES***

# **MKTG803**

## **Marketing Operations**

### ***UNIT OUTLINE***

**Semester 1, 2007**

**Lecturer:** Steve Erichsen

**Venue:** **Building E5A, 131**

**Contact:** [erichsen@optusnet.com.au](mailto:erichsen@optusnet.com.au)

**Time:** Monday 2.00 pm to 5:00 pm

**Macquarie University**

# MKTG803 Marketing Operations

## Unit Outline

### Course Objectives

The execution of an organisation's strategy is the role of business 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. The difficulties experienced by many firms over the past decade are due to the fact that the operations within an organisation have been largely neglected. They are still frequently looked upon as only a cost to the organisation of doing business and not as a means to add value. In the late 1990s the effective management of operations -- using concepts such as the extended value chain, total quality management, quality function deployment, process re-engineering and benchmarking, flexibility and economies of scope -- is being recognised as a key source of competitive advantage.

The objective of this unit is to provide an understanding of the management of hard and soft technologies in both service and manufacturing organisations and their impact on organisational effectiveness.

#### The specific basic objectives of the unit are:

1. To gain an insight into the appropriate means of applying process based concepts and operational tools and techniques; and
2. To develop an ability to interrelate the impact of developments made in the operations area with other functional areas and with overall corporate 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.

This unit examines the activities involved in managing marketing functions to provide an organisation with the greatest probability of developing sustainable competitive advantage. Topics include: marketing planning, product management, pricing, marketing channels, logistics, and communications.

#### Topics

- Understanding market management
- Analysing marketing opportunities
- Developing marketing strategies
- Making managerial decisions
- Managing and delivering marketing programs

### Textbook

Available at the University Co-op Bookshop. You will need to purchase or have access to the text throughout the semester:

#### Required Text

**Operations Management for Competitive Advantage, 11<sup>th</sup> Edition**  
Richard Chase & F. Robert Jacobs 2005 McGraw Hill

## Unit Web Page

Lecture slides and additional readings will be available on WebCT.  
GACCResources <http://online.mq.edu.au>

## Unit Staff:

Lecturer: Steve Erichsen  
E-mail: [erichsen@optusnet.com.au](mailto:erichsen@optusnet.com.au)

Consultation by appointment

## 2007 Lecture Timetable

Week	Lecture Date	Topic / Activity	Preparation
1	Feb 26	Introduction and Expectations	Chapter 1
2	March 5	Strategy & Competitiveness	Chapter 2
3	12	Project Management / Individual Project Topic	Chapter 3
4	19	Product Design	Chapter 4
5	26	TQM & Group Project Topic	Chapter 8
6	April 2	Operations Consulting & Re-Engineering	Chapter 9
	April 9 & 16	Mid Term Break	
7	April 23	Supply Chain Design	Chapter 10
8	April 30	Strategic Capacity Planning & submit Personal Assignment	Chapter 11
9	May 7	Lean Production	Chapter 12
10	May 14	Forecasting	Chapter 13
11	May 21	Inventory Control / submit Group Project	Chapter 15
12	May 28	Scheduling	Chapter 17
13	June 4	Final Exam	

## Workload

This is a single semester (half-year) 4-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.

## Unit Requirements

Class members are required to complete the assigned reading; prepare for and attend all classes; participate in class discussions; complete the assignments; and complete a final examination.

Participation is an important contribution to the success of the classroom experience. It is expected that students will have completed at least the basic reading on each topic and have given some thought to the essential questions posed by the case studies in the textbook for particular sessions.

(NB **80% attendance** at classes is a prerequisite to passing the unit, Please contact the lecturer by e-mail if you are unable to attend classes on a particular day or session.)

## Unit Assessment

The assessment system has been designed to help students learn and apply the concepts introduced during the unit. The purpose is to assess:

- the extent to which you understand the concepts, ideas and theories introduced;
- your ability to apply these concepts to your own experience;
- your ability to develop and support an argument in terms of the word limit required; and
- your ability to present information and ideas before an audience, and to be able to support the arguments presented.

## Assessment comprises three elements:

1. **Individual Project - (25% of total assessment).**
2. **Group Assignment - (25% of total assessment)**
3. **Examination – there will be a 2 hour examination (50% of total assessment).**

## Assessment 1

### Individual Project

The topic will be distributed in Session 3 for return during class in Session 8 (April 30). 20% of total assessment.

## Assessment 2

### Group Assignment

Students will be organised into syndicate teams. This is a group exercise – all members of the group are expected to contribute actively and substantially. Some members of the group may provide more input in the research area whereas others may do more of the actual written presentation. The group will be required to acknowledge that all group members have given quality time to the project. Your groups will be organised in class. The topics will be distributed in class in Session 5 – your responses will be required by end of class in Session 11. Late submission of the Group Project will incur a penalty of 10% of the value of the assignment for every day that it is late. 25% of total assessment based on 20% for submission and 5% for presentation.

## Assessment Three

### Examination

Time Limit 2 Hours

Date: **Monday June 4th**

Weighting: 50%

**Please Note: You must pass the final exam to receive a pass in this subject**

The examination will be closed book and of two hours duration. It will likely be in the form of a combination of multiple choice and short answer essay questions and focused on the concepts presented in the text and the lectures.

## General

All assignments are to be typed in a 12-point font. Marks will be deducted for assignments that exceed the stipulated word limit by more than 10%. Your assignments will be marked according to the following criteria:

- Expression (spelling, syntax, grammar);
- Description (accurate, coherent, unambiguous);
- Argument (valid, logical, reasonable);
- Relevance (with respect to the set topic); and
- Research (effective use and acknowledgement of relevant literature).

Assignments are to be submitted with the name of the subject and the assignment on the front cover. Your names and Student Identification Numbers are to be clearly identified on the front cover of each assignment.

Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic sheets.**

Any assignment received after the due date will lose 10% of the total available marks for each working day or part thereof, that it is late. No assignment will be accepted after two weeks after the due date, that is, you will receive a Fail grade for the assignment.

Students should note that those who ask for their assignments to be remarked may obtain a mark that is lower than the original mark. If you ask for a remark, the new mark is the one that will be used - even if it is lower than the original mark. Requests of a reconsideration of a grade must be made in writing and signed.

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

Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.

## Writing your assignments

Remember, when writing an assignment, you need to do more than to "cut and paste" ideas taken from different sources, even if they are acknowledged. This information taken from other sources needs to be used as an illustration of a more general point you have made, or as an indication of substantiating evidence, or as a starting point from which you make further elaboration. Even definitions often require some contextualising or further statements on significant aspects.

You are the one who has to develop the thesis or argument of your assignment and who has to demonstrate you are thinking about the meaning of what you have been reading.

Good assignments will include:

- An introductory passage that engages with the question posed and which establishes the writer's argument or position, in other words, the introduction should be indicative of the argument and analysis that you will present;
- Evidence of well organised thoughts that systematically develop an argument;
- Evidence of an understanding of relevant concepts;
- Evidence of thought about the connection between the work being critiques and its relation to other sources that you have consulted;
- **Remember to answer the question.**

## Generic Skills

The Macquarie experience is designed to lead students to a career in the city and a place in the commercial world. It encourages life-long learning and links teaching to cutting-edge research.

Macquarie seeks to develop generic skills for students, building flexible outcomes for life and for the workplace over a life's career. These skills include:

- foundation skills of literacy, numeracy and information technology;
- self-awareness and interpersonal skills, such as the capacity for self-management, collaboration and leadership;
- communication skills for effective presentation and cultural understanding;
- critical analysis skills to evaluate, synthesise and judge;
- problem-solving skills to apply and adapt knowledge to the real world; and
- creative thinking skills to imagine, invent and discover.

Source: Macquarie University Handbook

## The Dangers of Plagiarism and how to avoid it:

The integrity of learning and scholarship depends on a code of conduct governing good practice and acceptable academic behaviour. One of the most important elements of good practice involves acknowledging carefully the people whose ideas we have used, borrowed, or developed. All students and scholars are bound by these rules because all scholarly work depends in one way or another on the work of others.

Therefore, there is nothing wrong in a student using the work of others as a basis for their own work, nor is it evidence of inadequacy on the student's part, provided they do not attempt to pass off someone else's work as their own.

To maintain good academic practice, so that a student may be given credit for their own efforts, and so that their own contribution can be properly appreciated and evaluated, they should acknowledge their sources and they should ALWAYS:

- State clearly in the appropriate form where they found the material on which they have based their work, using the system of reference specified by the Division in which their assignment was set;
- Acknowledge the people whose concepts, experiments, or results their students have extracted, developed, or summarised, even if they put these ideas into their own words;
- Avoid excessive copying of passages by another author, even where the source is acknowledged. Find another form of words to show that the student has thought about the material and understood it, but stating clearly where they found the ideas.

If a student uses the work of another person without clearly stating or acknowledging their source, the result is falsely claiming that material as their own work and committing an act of PLAGIARISM. This is a very serious violation of good practice and an offence for which a student will be penalised.

A STUDENT WILL BE GUILTY OF PLAGIARISM if they do any of the following in an assignment, or in any piece of work which is to be assessed, without clearly acknowledging their source(s) for each quotation or piece of borrowed material:

- Copy out part(s) of any document or audio-visual material, including computer-based material;
- Use or extract someone else's concepts or experimental results or conclusions, even if they put them in your own words;
- Copy out or take ideas from the work of another student, even if they put the borrowed material in their own words;
- Submit substantially the same final version of any material as a fellow student. On occasions, a student may be encouraged to prepare their work with someone else, but the final form of the assignment must be their own independent endeavour.

## **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>.

## **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>.

**MAJOR ASSIGNMENT MARKING GUIDE**

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**General Presentation/Professionalism of Report  
including Spelling/Grammar**

2      4      6      8      10      12      14      16      18      20

**Total:** \_\_\_\_\_

**Actual Mark:** \_\_\_\_\_

**Comments:**

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