MKTG 304
Marketing Operations Management

UNIT OUTLINE
Semester 2, 2006

Lectures: Thursday, 6-9pm, W5A Price Theatre

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

Convenor: Dr David Gray
Telephone 9850-8453  Mobile: 0400649800
Email: dgray@efs.mq.edu.au
Room: E4A Room 639

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

Dr David Gray is a 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. Until recently he taught Marketing at the University of New South Wales in the Master of Commerce program and Strategic Marketing Management to undergraduates.

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

- Lectures will be held on Thursday evening from 6.00 to 9.00pm in W5A PRICE. The unit timetable can be found on the University website at: http://www.timetables.mq.edu.au/

- In order to successfully complete the Unit you must:
  - Attend and participate in the weekly lectures.
  - Complete the Group Marketing Operations Assignment
  - Complete the Markstrat Simulation
  - 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, lectures 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, two in-class tests and the Markstrat 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 Markstrat 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;

(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 – Markstrat Simulation**

Markstrat 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.
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 Markstrat simulation) and three individual assessment items: i.e. the Markstrat Individual Assessment, two class tests 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 two other Individual Assessments, regardless of the marks you achieve in the two Group Assignments.
<table>
<thead>
<tr>
<th>Assessment</th>
<th>Value</th>
<th>Additional Information</th>
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<tbody>
<tr>
<td>A. Group Assessment</td>
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<tr>
<td>1. Group Marketing Operations Project</td>
<td>25%</td>
<td>4000-5000 word Group Report. Each Group to be 4-5 students</td>
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<tr>
<td>Interim Report Due: 05/10/06</td>
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<td>Task 1 PowerPoint Presentation 5.0%</td>
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<tr>
<td>Final Report Due: 12/10/06</td>
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<td>Final Report 20.0%</td>
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<tr>
<td>2. Markstrat Simulation</td>
<td>15%</td>
<td>Groups of 4-6 students Strategic Marketing simulation game</td>
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<tr>
<td>B. Individual Assessment</td>
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<tr>
<td>3. Markstrat Simulation Individual Assignment</td>
<td>15%</td>
<td>Web-log of their Markstrat student activities and experience.</td>
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<td>Due Date: 09/11/2006</td>
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<td>4. In-class Multiple Choice Tests</td>
<td>5%</td>
<td>Each Test contains 30 multiple choice questions. Held Week 4 and Week 6.</td>
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<td>5. Final exam</td>
<td>40%</td>
<td>Three hours including essay questions on concepts and case studies. You must pass the individual component</td>
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<td>Total</td>
<td>100%</td>
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Grades will be awarded according to the normal grading scheme; viz

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<tr>
<th>GRADE</th>
<th>High Distinction</th>
<th>Distinction</th>
<th>Credit</th>
<th>Pass</th>
<th>Pass Conceded</th>
<th>Fail</th>
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<tr>
<td>%</td>
<td>85-100</td>
<td>75-84</td>
<td>65-74</td>
<td>50-64</td>
<td>45-49</td>
<td>0-44</td>
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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. Final Report Due Date 12/10/2006

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

- **Task (i):** to evaluate critically the standards of customer service provided by two competing organisations. This analysis will measure service quality systematically (using a methodology such as SERVQUAL) for two organisations. The group will also explain how ‘moment-of-truth’ analysis and ‘customer relationship management’ could improve the service quality of these firms.

- **Task (ii):** the group will critically evaluate the following issues with respect to the two competing organisations identified above:
  
  (a) Map and describe the major operating processes (i.e. both value adding and cost adding) 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) Identify the major differentiating resource capabilities between the competing firms.
  
  (c) Identify the major differentiating positioning strategies between the competing firms (including elements of the marketing mix).
  
  (d) Explain the actual and/or possible approaches used by both organisations to forecast future levels of demand. Discuss the link between forecast accuracy and inventory and customer service levels.
  
  (e) Explain to what extent lean systems could be used in these businesses to improve performance.

- **Task (iii):** 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 (considering their revenue, costs and operational implications). In framing your answer you are to also selectively consider the range of potential operational marketing structural problems that could constrain this firm from the achievement of its improvement objectives and then to recommend contingency plans to 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.

**Assignment Assessment Requirements**

- **Task (i):** Prepare a concise PowerPoint Report Summary (Maximum 15 Slides) for Task 1. **Due date for Task 1 is Thursday 5th October, 2006** in soft copy to be uploaded on Webct to be available for access by other groups. (Two marks will be automatically deducted for non-compliance.). One or more groups will be selected randomly to present their interim report during the lecture.
• **The Final Report** including all three Tasks (i, ii and iii) should be 4,000-5000 words (excluding appendices). Each of the three tasks should be given equal treatment. All assignments are to be typed in 11-point font, one and a half spacing with 2.5-cm margins. Reports should be submitted in both hardcopy to ERIC and softcopy via Webct email facility. Reports are due on the date of presentation of the final report but the absolute deadline is 7.00 pm Thursday 12 October, 2006. Your report should contain a Table of Contents.

• Your assignments will be marked according to the following criteria:
  o Expression (spelling, syntax, grammar)
  o Description (accurate, coherent, unambiguous)
  o Argument (valid, logical, reasonable)
  o Relevance (with respect to the set topic)
  o Research (effective use of relevant literature)

• 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.

• Any assignment received after the due date will lose 10 marks.

• 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 for reconsideration of a grade MUST be made in writing and signed.

• 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. There are two possible grounds for seeking an extension (a) illness and (b) misadventure (that is, circumstances beyond the student’s control, not pressure of accumulated assignments). Late assignments will be penalised, however, this does not apply when an extension of time has been granted.

• It should be noted that under no circumstances would any late assignments be accepted for grading after examined assignments have been returned to students.

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

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

• If you wish to appeal against your assignment grade, you must first contact the original marker within one week of the marked assignment being returned.

• Remember the essay must be your own work. Plagiarism is a serious offence.
2. **Group Assessment Task 2 Markstrat Online – 15 Marks**

Markstrat Online is a strategic marketing 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. The simulation will be conducted between weeks 9 – 13, with a briefing session taking place during the tutorial in week 9.

As in a true competitive market, teams will be competing against each other. Marks will be allocated according to the relative standing of each team by the end of the game, and from the reflexive learning paper submitted in week 13. More information about the game will be provided during the Week 9 briefing. The Markstrat Online student materials (available from the Macquarie University Bookshop) consist of the Markstrat Online Team student handbook. Note that three student manuals must be purchased by each team.

<table>
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<th>Timetable of Decisions</th>
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<tr>
<td><strong>Monday 4pm Deadline</strong></td>
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<td>Week 9</td>
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<td>Week 10</td>
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<td>Week 11</td>
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<td>Week 12</td>
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<td>Week 13</td>
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5.3. **Individual Assessment Tasks**

**Assessment Task Three : Markstrat Online - 15 Marks due 9th November, 2006**

During the Markstrat Game all students are required to keep a private web-blog of their activities. This will be done within the confines of the ‘Wordpress’ blogging software on the Macquarie University web server. All students will obtain a user name and password to access the ‘Wordpress’ site. The assignment will be a reflective learning exercise and after each decision round of the Markstrat game each student will reflect on the previous decision round by posting their thoughts on each of the following issues:

a. Briefly analyse your Markstrat team’s performance. What have been the major strategies pursued? Consider your answer in terms of the Miles and Snow topology i.e. prospector, defender, analyser and reactor. How have your strategies changed as the game has progressed?

b. 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? What kind of activities, actions, and decisions have you taken to improve your interpersonal interaction with your team members as the game progressed?

c. What kinds of activities, actions or decisions did you find most difficult in Markstrat. How did you go about dealing with these difficulties?
d. What are the key things you have learned from mistakes/successes to date?

e. What kind of skills/knowledge have you acquired so far in the game? (e.g. technical, financial, marketing, strategy, interpersonal, working in a team, be specific: i.e. communication skills). What kind of skills/knowledge do you think you are still lacking for you to be successful in Markstrat?

f. Discuss the extent of your motivation to do well in this game against the other teams. How has your motivation towards participating in the game changed since your last decision? What kind of actions, activities and decisions have you taken so far to improve your own performance and that of your team’s performance

There is no word limit for each posting. All students are to provide access of their blog to the lecturer at the beginning of the game. Students are encouraged to be creative and use a range of multi-media formats in your blog (i.e. presentation, photos, sound, video, etc).

Your assignments will be marked according to the following criteria:

- Expression (spelling, syntax, grammar)
- Description (accurate, coherent, unambiguous)
- Argument (valid, logical, reasonable)
- Relevance and Depth (with respect to each question)
- Research (effective use of relevant literature)

A final copy of the entire blog should be submitted in both hardcopy to ERIC and softcopy via Webet email facility. 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.

Assessment Task 4: In-class Tests – 5 Marks

Each person is required to complete two multiple choice tests in lecture in Weeks 4 and 6. Each test contains 30 questions and is worth 2.5 marks.

Assessment Task 5: Final Examination - 40 Marks

The exam will cover topics discussed and analysed during the semester, including students’ presentation.

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 two other Individual Assessments, regardless of the marks you achieve in the two 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 the second half of the year 2006 is from 15 November to 1 December. 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 Supplemnetaries 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.

5.4. 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

- Prescribed unit materials
  Title: MARKSTRAT ONLINE STUDENT HANDBOOK
  Author: LARRECHE ET AL
  Publisher: STRATX Edition: 2005 Binding:
  APN: 9780974306308 or ISBN(0974306304)

  Additional References - available at the library
  McGraw Hill Irwin, 2006


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


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](http://www.student.mq.edu.au).
### Part 1 – Understanding the nature and scope of Strategic Marketing Operations Management and the Foundations for Success

<table>
<thead>
<tr>
<th>Week No. Lecture</th>
<th>Topic</th>
<th>Readings/ Case Study</th>
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<tbody>
<tr>
<td>Week 1 3 August</td>
<td><strong>Introduction and Overview Subject Outline</strong></td>
<td><strong>Text:</strong> Fitzsimmons, J 2006, <em>Service Management</em>, Chapters 1-3</td>
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<tr>
<td></td>
<td>• Course Overview</td>
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<td>• Strategy versus operations</td>
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<td>• The Services Context</td>
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<tr>
<td>Week 2 10 August</td>
<td><strong>Profitability</strong></td>
<td><strong>Reference:</strong> Finch Byron J, (2006), <em>Operations Now</em> Chapter 2 Profitability</td>
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<tr>
<td></td>
<td>• Customer Relationship</td>
<td></td>
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<td>• Balanced Scorecard</td>
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<td>Week 3 17 August</td>
<td><strong>Value, Strategy &amp; Capabilities</strong></td>
<td><strong>Reference:</strong> Finch Byron J.(2006),Operations Now Chapter 3 Value, Strategy &amp; capabilities</td>
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<tr>
<td></td>
<td>• Operations Strategy or Relationship among strategic decision and competitive Priorities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Capability and customer value</td>
<td></td>
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<tr>
<td>Week 4 24 August</td>
<td><strong>Processes</strong></td>
<td><strong>Text:</strong> Fitzsimmons, J 2006, <em>Service Management</em>, Chapters 4 New Service Deployment and Chapter 8 The Supporting Facility</td>
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<td>• Product design or process design</td>
<td><strong>In-Class Test 1 Held in Lecture</strong></td>
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<td>• New process requirement</td>
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<td>• The Service Delivery Process</td>
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### Part 2 – Uncovering the Components of Value that Customers Pay for (Weeks 5-7)

| Week 5 31 August | **Managing Quality** | **Text:** Fitzsimmons, J 2006, *Service Management*, Chapters 6 Service Quality |
|                  | • Quality & customer Loyalty | |
|                  | • Service Recovery | |
|                  | • General Purpose Quality tools | |
|                  | • Continuous Improvement | |
|                  | • Cost and Perceived value | **Text:** Fitzsimmons, J 2006, *Service Management*, Chapters 7 The Service Encounter |
|                  | • Productivity improvement and Cost reduction | |
|                  | • Cost implications for Operation Decisions | |
| Week 7 14 September | **Managing Timeliness** | **Reference:** Finch Byron J, (2006), *Operations Now* Chapter 8. Timeliness |
|                  | • Time reduction strategies | **Text:** Fitzsimmons, J 2006, *Service Management*, Chapters 13 Managing Waiting Lines |
|                  | • Managing waiting lines | |

**Break**
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<td>Final Report Group Marketing Operations Management Project Due at start of lecture</td>
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<td>Markstrat Decision 1 (16/10/06) due</td>
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<td>Markstrat Decision 2(19/10/06) due</td>
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<td>Markstrat Decision 3 (23/10/06) due</td>
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<td>Markstrat Decision 5 (30/10/06) due</td>
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<td>Markstrat Individual Assessment Due</td>
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