BBA313
Marketing Management: Effectiveness and Efficiency

Semester 2, 2009

Department of Business
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.

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: lcart@efs.mq.edu.au

Consultation Times: Tuesdays 3.10pm to 4.50pm.
Other Times by appointment

CLASSES

Seminars: http://www.timetables.mq.edu.au/

Lectures:
Seminar 1: Tuesday 12.00 noon to 3.00 pm in W5C 232
Seminar 2: Tuesday 5.00pm to 8.00pm in 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 50 marks *(Which you must pass to pass the unit)*

The assessment items are explained below.

Assessment

1. **Case Presentation** 30 marks
   
   **Due:** The date of your allocated presentation
   
   **Length:** 30 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” *(11th edition)*. For this group presentation you are to present the case for 30 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 minutes each. 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 3,500 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**

For any of the cases presented in class between 18th August and 13th October (inclusive) prepare a report addressing the “INVITATION TO RESEARCH” for a chosen case from Hartley. (BUT NOT THE CASE YOUR GROUP IS PRESENTING)

   **Due:** 4.30PM, FRIDAY, 9th October, 2009. (In BESS)

   **Length:** 4,000 words maximum

   Typed, 12 point, New Times Roman, double spaced.

Write a report to update where the firm has changed/improved/declined since the case was written---where are they now? Use the marking guide to check that you have addressed the requirements of the report.
3. Final Examination 50 marks

The third 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:


Recommended Reading List


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
- Harvard Business Review
- The Financial Review (particularly Tuesday’s paper)
- The Sydney Morning Herald (particularly Thursday’s paper)
- Business Source Premier and Emerald (see Library Databases)
- European Journal of Marketing
- Journal of Marketing

**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](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**

**4 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

**11 August:** Lecture 2
- Value Drivers
  WHITWELL ET AL. Chapter 3
- Value-Based Marketing Strategy and Planning
  WHITWELL ET AL. Chapter 4

**18 August:** Lecture 3
- Strategic Objective Assessment
  WHITWELL ET AL. Chapter 5
**Case:**
  HARTLEY Chapter 9 Harley-Davidson
25 August:  Lecture 4  
Strategic Focus Assessment  
WHITWELL ET AL. Chapter 6  
Case:  HARTLEY Chapter 5 Cola Wars: Coca Cola vs. Pepsi

1 September:  Lecture 5  
♦ Issues in Branding  
WHITWELL ET AL. Chapter 7  
Case:  HARTLEY Chapter 15 Euro Disney

8 September:  Lecture 6  
Library Research  
Electronic Database Research

15 September:  Lecture 7  
♦ Prices  
WHITWELL ET AL. Chapter 8  
Case:  HARTLEY Chapter 7 Airliner Wars: Boeing vs. Airbus

___________________________________________________________________________

Mid Semester Break from 21 September to 5 October

___________________________________________________________________________

6 October:  Lecture 8  
♦ Products  
WHITWELL ET AL. Chapter 9  
Case:  HARTLEY Chapter 19 NIKE  
INDIVIDUAL ASSIGNMENT DUE  
4.30pm Friday, 9th October, 2009 in BESS

13 October:  Lecture 9  
♦ Distribution  
WHITWELL ET AL. Chapter 10  
Case:  HARTLEY Chapter 17 K Mart and Sears

20 October:  Lecture 10  
♦ Promotion and Communication  
WHITWELL ET AL. Chapter 11  
Case:  HARTLEY Chapter 16 Maytag: An Incredible Sales Promotion in England and Outsourcing
27 October

Lecture 11
互联网营销
WHITWELL ET AL. 章节12
Case:
HARTLEY 章节2 Google

3 November:

Lecture 12
Ethical Marketing
(Handout)
Case:
HARTLEY 章节21 Merck Vioxx: Catastrophe and other Problems

10 November:

Lecture 13
ўReview 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 2009 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](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* 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.senate.mq.edu.au/](http://www.senate.mq.edu.au/)

**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](http://www.student.mq.edu.au)
Please note name and student number for each group member.

<table>
<thead>
<tr>
<th>NAME:</th>
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1. CONTACT DETAILS FOR THIS GROUP LEADER:

   NAME: ________________________________
   Email address: ________________________________

   PHONE NO’S:
   ________________________________
   ________________________________
   ________________________________

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

   __________________________________________________________

   CASE TO BE PRESENTED FROM HARTLEY
# MARKING GUIDE

## GROUP ASSIGNMENT

### CASE STUDY PRESENTATION AND REPORT

30 MARKS

<table>
<thead>
<tr>
<th>Section</th>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Presentation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clarity and Thoroughness of Presentation</td>
<td>Poor</td>
<td>1 2 3 4 5 6 7 8 9 10 Excellent</td>
</tr>
<tr>
<td>Effectiveness of Visual Aids, Multimedia</td>
<td>Poor</td>
<td>1 2 3 4 5 6 7 8 9 10 Excellent</td>
</tr>
<tr>
<td>Ability to hold audience interest</td>
<td>Poor</td>
<td>1 2 3 4 5 Excellent</td>
</tr>
<tr>
<td>Ability to respond to questions from audience</td>
<td>Poor</td>
<td>1 2 3 4 5 Excellent</td>
</tr>
</tbody>
</table>

| **Written Content**                                                    |        |                                                  |
| Addressed the questions/issues comprehensively                         | Poor   | 1 2 3 4 5 Excellent                              |
| Effective use of supporting facts/data to address the questions and issues | Poor   | 1 2 3 4 5 Excellent                              |
| Drew connections between theory and case as appropriate                | Poor   | 1 2 3 4 5 Excellent                              |
| Grammar, spelling and writing mechanics                               | Poor   | 1 2 3 4 5 Excellent                              |
| - Organisation, Logic and Clarity of expression                        |        |                                                  |
| - Tables, charts and graphs used appropriately                         |        |                                                  |
| Referencing                                                           | Poor   | 1 2 3 4 5 Excellent                              |
| Professional Presentation                                             | Poor   | 1 2 3 4 5 Excellent                              |
| - Neatness, page numbers, proper margins, etc.                         |        |                                                  |

**Lecturer:** Mark /30
MARKING GUIDE
INDIVIDUAL ASSIGNMENT
‘INVITATION TO RESEARCH’
20 marks

2 mks  | Introduction  | 1  | 2
Clear statement of topic area and purpose of TOPIC
Defined the major issues (who, what when, where, why)

10 mks  | Body of Research  | 1  | 2 | 3 | 4 | 5
Demonstrates understanding of the theory/ies
Demonstrates further research of topic area
e.g. library research, databases, literature reviews,
statistical data, beyond material provided

1  | 2 | 3 | 4 | 5
Demonstrates use of and interpretation of any data found
Analysis showing comparisons between findings and
theories, similarities and differences, etc.

2 mks  | Conclusion  | 1  | 2
Weighing up findings
Make recommendations of you own
E.g. “On the basis of these findings,…………….”

2 mks  | References and Bibliography  | 1  | 2
-  | no plagiarism  |
-  | all ideas of others correctly cited and referenced

4 mks  | General  | 1  | 2 | 3 | 4
Grammar, spelling and writing mechanics
Organisation, Logic and Clarity of expression
Tables, charts and graphs with sources.
Professional Presentation- Neatness, page numbers, proper margins, etc.