

**BMA584 (Full-Time)
Marketing Management**

Semester 1, 2008

This unit will be offered in:

Hobart

The lecturing team responsible will be:

Dr Mark Wickham (Lecturer-in-Charge)

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

The need and demand for trained, experienced and effective marketing practitioners is growing. Marketing is a discipline that seeks to 'make sense' of the commercial world around us, a skill that can benefit any enterprise in their given markets. As this is becoming increasingly recognised, more and more firms (including government agencies and non-profit organisations) are seeking people capable of putting marketing theory into practice powerfully and profitably.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Undertake a logical analysis of the marketing environment within which firms operate.
- Demonstrate how the various marketing functions can be managed strategically to achieve marketing objectives.
- Generate a focused and logically derived marketing plan.
- Develop a precise vocabulary that will enable effective and efficient communications with other marketing professionals.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Students will develop an appreciation of how marketing planning occurs.
- Students will gain an ability to effectively analyse a firm's internal and external environments using the SWOT analysis framework.

Communication Skills

- Students will gain an appreciation of marketing management terminology, and be able to demonstrate their understanding of the terminology both orally and in writing.

Problem-Solving Skills

- Students will be required to identify important marketing problems and propose logical solutions through the generation of a marketing plan.

Texts

Prescribed Text

Jain, S. Clemes, M.D. & Brush, G. 2008. *Marketing management*. Singapore: Cengage Learning.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

The books listed below are recommended for further reading on the various topics covered in the unit. You should refer to them when doing your assignments.

Aaker, D.A. & Mills, M.K. 2001. *Strategic market management: Pacific Rim edition*. Singapore: Wiley.

Cravens, D.W. & Piercy, N.F. 2004. *Strategic marketing* (8th ed.). Sydney: Irwin.

Johansson, I. 2000. *Global marketing: Foreign entry, local marketing and global management*. Boston: Irwin/McGraw-Hill.

Keller, K.L. 2003. *Strategic brand management: Building, measuring, and managing brand equity*. Upper Saddle River: Prentice Hall.

Kotler, P. 2003. *Marketing management*. Upper Saddle River: Prentice Hall.

Monroe, K.B. 2003. *Pricing: Making profitable decisions*. Sydney: McGraw Hill-Irwin.

Mullins, W. & Larreche, B. 2006. *Marketing strategy: A decision-focused approach (5th edition)*. Sydney: Irwin.

Nagle, T.T. & Holden, R.K. 2002. *The strategy and tactics of pricing*. Upper Saddle River: Prentice Hall.

Peter, J.P. & Donnelly, J.H. 2006. *A preface to marketing management*. Sydney: Irwin.

Reed, P. 2003. *Strategic marketing planning*. Victoria: Thomson.

Whitwell, G. Lukas, B.A. & Doyle, P. 2003. *Marketing management*. Singapore: Wiley.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Australasian Marketing Journal

Corporate Reputation Review

European Journal of Marketing

Journal of Consumer Behaviour

Journal of Marketing Management

Unit Structure

Workshops

There will be a two-hour workshop each week. The workshops cover the modules of material/readings outlined in the study schedule with each block of material being the focus of two weeks' learning. The workshops are a combination of the conventional lecturer/tutorial, with face-to-face contact between students and lecturers occurring every week. It is essential that students complete the required reading and study tasks from the unit outline (and/or as set by the lecturer) before each new block of material. In this manner, students will be able to keep up with the study schedule and will be prepared to discuss the material during the workshops.

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** at <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

Method of Assessment	Value	Due Date	Length*
Coursework			
Workshop Paper 1	15	17 March 2008	1500 words MAXIMUM
Workshop Paper 2	15	7 April 2008	1500 words MAXIMUM
Workshop Paper 3	15	21 April 2008	1500 words MAXIMUM
Workshop Paper 4	15	5 May 2008	1500 words MAXIMUM
Major Assignment – Marketing Plan	40	9 June 2008	5250 words MAXIMUM
Total Marks	100		

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Examination

Format

There is no examination for this unit.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer or the Postgraduate Academic Adviser in the first instance. The Postgraduate Academic Adviser can provide assistance with academic issues arising from your studies and identify appropriate support for general personal issues. The Postgraduate Academic Adviser is located in Room 320b in the Commerce Building in Hobart and can be contacted by phone on 6226 1939.

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 3.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Workshop Program

Workshop 1

Marketing concept and strategy

1. After reading the articles by Fahy & Smithee (1999, pages 1–8), Smith (2002) and Gershon (2003), define the concept of ‘strategic marketing’. In your answer, be sure to differentiate it from ‘marketing management’.
2. Using the definitions explored in Question 1, discuss how each applies to the marketing plan assessment in this unit.
3. Read the article by Freeman (2005), and identify and define each of the elements of the marketing mix. In your definitions be sure to discuss the *function and strategy* of each element. Identify the role that Productivity & Quality play in the strategic management of the marketing mix.

Workshop 2

Strategic analysis I - The firm and its competition

1. Discuss the scope required when undertaking a corporate appraisal. Using examples, discuss what a marketing manager might want to consider in each of the criteria you identify.
2. Identify and define the notion of a corporation’s ‘publics’. Discuss how closely competing firms might come to have a different set of ‘corporate publics’.
3. Using examples, how might a marketing manager use their knowledge of their ‘corporate publics’ to inform their marketing strategies?
4. Explain Porter’s Five Factor model of industry structure analysis. Why might this be a useful framework for a marketing manager to use?

Workshop 3

Public holiday – no workshop.

Workshop 4

Strategic analysis II - Customers and the environment

1. Elaborate on marketing’s ‘boundary role’ function. How does it relate to the identification of customer needs?
2. Using the article by Wyner (2000), discuss the dimensions needed to define a firm’s target customers effectively.
3. What types of responsibilities should be assigned to those in charge of environmental scanning?
4. By what process might a marketing manager link their environmental scanning to the development of a marketing plan?

Workshop 5

The SWOT analysis and developing marketing objectives and goals

1. What is meant by corporate direction? Why is it necessary to set a corporation’s direction?
2. How does the traditional view of the business mission differ from the contemporary approach?
3. Using Workshop 1) and Proctor (1992), discuss the role of the SWOT (or TOWS) analysis framework as a sense-making tool for marketers.
4. Define the notions of ‘quality’ and ‘value’. What is the relationship between the two?

Workshop 6

Strategy formulation

1. How can the position of a product in its lifecycle be located?
2. What are the criteria by which the BCG Matrix determines the classification of a firm's product portfolio? How is such a classification useful to the marketing manager?
3. What major problems with portfolio approaches have critics identified?
4. What generic strategies does Porter recommend? Discuss their implications for marketing managers.

Workshop 7

Implementation and control

1. Explain why marketing implementation is difficult for many firms. In your answer, discuss how these difficulties often stem from the relationship between 'strategic planning' and 'marketing implementation'. What are the implications for the practising marketing manager?
2. Consider the article by Koontz & Rockwood (2001) and the reading entitled 'Marketing Implementation and Control'. Identify and explain the three different types of 'formal control' and three types of 'informal control' available to marketing managers. Using examples, illustrate how each type of control might be used to effectively implement a marketing plan/strategy.

Workshop 8

Market/product strategies

1. Discuss how a business may avoid problems of cannibalism among competing brands.
2. What criteria might be employed to determine the viable position for a brand in the market?
3. What conditions must be present before a company can make a strong commitment to a market?
4. Using the articles by Kaydo (2000) and Mahajan & Wind (2002), identify some of the factors underpinning effective 'product positioning' and 'product differentiation' in today's marketplace.

Workshop 9

Pricing strategies

1. Using the article by Monroe & Cox (2001), discuss the functions and strategies of 'price' in the marketing mix.
2. Using the article by Holden & Nagle (1998), discuss the following statement: 'The price of any item is exactly equal to what another is prepared to pay for it'.
3. Using the article by Nagle & Cressman (2002), discuss the variables a marketing manager must be aware of when developing an effective pricing strategy.
4. Is there a conflict between profit and volume objectives? Doesn't one lead to the other? Discuss.

Workshop 10

Distribution strategies

1. Distribution channels should ideally be both effective and efficient in order to maximise customer satisfaction and profit margins. Using the articles by Lambert & Cooper (2000) and Wyner (2002), discuss the factors a marketing manager must consider to ensure that their distribution channels are both effective and efficient.
2. Using Exhibit 16-4 of the text, discuss some strategic factors that a marketing manager needs to consider when designing their distribution channel(s). What factors might require a marketing manager to change their distribution channel's structure?
3. What are the potential sources of conflict in a distribution channel? What are some strategies for preventing and/or resolving these conflicts?

Workshop 11

Promotion strategies

1. Identify and define the components of the basic model of communication. How might knowledge of this model inform the construction of a marketing communications program?
2. Using the article by Proctor & Kitchen (2002), discuss the overall objective of an integrated marketing communications program.
3. Using the article by Wickham & Hall (2006), discuss the role of IMC in a business-to-business environment.

Workshop 12

Global strategies

1. Using the article by Kumar & Nagpal (2001), discuss how national culture differences can affect international marketing decisions. Use examples to illustrate your answer.
2. Recognising that each element of the marketing mix has both a function and a strategy, discuss how national differences impact on the strategy of each marketing mix element.

Workshop 13

Unit Review and Major Assignment Preparation

1. Students should come prepared to ask questions regarding Part B of the Major Assignment.

Assignment Topics

Workshop Papers

There are four workshop papers for this unit, each worth 15 marks and 1500 words in length. The topics for these workshop papers are outlined below.

Workshop Paper 1

Due Date: Monday, 17 March 2008

Length: 1500 words MAXIMUM

Students are required to submit their Workshop Paper as an electronic document via the Turn-it-In software program on MyLO.

Value: 15 marks

1. Explain the role that a 'situation analysis' plays in the development of a marketing plan. Using examples, discuss the array of internal and external variables a marketing manager would need to consider when constructing a 'situation analysis.'
2. Present and justify a logical step-by-step guide for the construction of an effective situation analysis for the major assignment in this unit (NB: Reed, P. 2003. *Strategic marketing planning* will be useful for this topic).

Workshop Paper 2

Due Date: Monday, 7 April 2008

Length: 1500 words MAXIMUM

Students are required to submit their Workshop Paper as an electronic document via the Turn-it-In software program on MyLO.

Value: 15 marks

1. Why is it necessary for marketing managers to assess their firm's relative strengths/weaknesses and external opportunities/threats?
2. Using examples, demonstrate how the SWOT points identified by a marketing manager need to be expressed in order for them to be useful in the strategic marketing process.

Workshop Paper 3

Due Date: Monday, 21 April 2008

Length: 1500 words MAXIMUM

Students are required to submit their Workshop Paper as an electronic document via the Turn-it-In software program on MyLO.

Value: 15 marks

1. Identify and define the various 'portfolio matrices' a marketing manager could use as a basis for corporate appraisal and/or strategy development purposes. Using Cadbury's confectionery business as your example, demonstrate how ONE of these portfolio matrices is constructed.
2. What constitutes a 'balanced' and 'unbalanced' portfolio matrix? Using the portfolio matrix constructed in Question 1, justify which type you would consider Cadbury's confectionery business to have. Can such a determination be used to inform the SWOT analysis process?

Workshop Paper 4

Due Date: Monday, 5 May 2008

Length: 1500 words MAXIMUM

Students are required to submit their Workshop Paper as an electronic document via the Turn-it-In software program on MyLO.

Value: 15 marks

1. Identify and define the set of 'formal' and 'informal' controls available to the marketing manager when implementing their chosen marketing goals. Using an example, demonstrate how a marketing manager might incorporate both formal and informal control processes as part of an effective 'system of control' in their firm.
2. How might a marketing manager detect problems or issues (as they arise) during the execution of their marketing goals? What are the implications for the document should the problems arise from firm incompetence? What are the implications for the document should the problems arise from major changes in the external environment?

Major Assignment – Marketing Plan –

Due Date: Monday, 9 June 2008

Length: 5250 words MAXIMUM (NOTE: there is no 10% leeway)

Students are required to submit their Major Assignment as an electronic document via the Turn-it-In software program on MyLO.

Value: 40 marks

Lion Nathan's Acquisition of J Boag & Son Brewery

In November 2007, Lion Nathan announced its intention to acquire the James Boag & Son Brewery Ltd. Of the acquisition, Lion Nathan CEO Rob Murray stated that: 'This is an acquisition offering strong strategic value. Boag's is a company with great brands and a reputation for brewing excellence and its market focus is highly complementary to Lion Nathan. We intend to invest to grow the business. As owner of the J Boag & Son brands and the distribution channel, we intend to leverage our sales coverage and focus, and our distribution reach to make these great beers available to more Australians. Our first priority will be to engage with local employees and the community to learn more about the business.'

J Boag & Son's brewery is a business that has ongoing ventures in the following categories:

- The brewing and marketing of its 'Draft' beer (including 'Light')
- The brewing and marketing of its 'Premium' beer (including 'Premium Light')
- The brewing and marketing of ONE of its 'Boutique' beers (i.e. St George, Wizard Smith, XXX, Classic Blonde, or Strongarm)
- The Boag's 'Centre for Beer Lovers' in Launceston (i.e. as a tourist attraction)

Your Task:

You have been hired as a consultant by Lion Nathan's senior management to help with the marketing plan for ONE of the categories mentioned above. You are required to undertake the necessary secondary research in order to complete the following:

1. Consider the market situation faced by J Boag & Son in the category you have selected.
2. Using the Marketing Plan Worksheet as a guide (Sections I to VII inclusive), provide Lion Nathan's senior management with a logically derived marketing plan for J Boag & Son's national expansion in that category.

NOTE: You *are not* required to define any of the marketing management theories in your assignment. You are required, however, to fully reference the case facts you report in your assignment.

**BMA584 Marketing Management
Semester 1, 2008
Marking Schedule for the Major Assignment.**

Student Name: _____

Criteria	Strongly Disagree	Disagree	Agree	Strongly Agree
The student's Marketing Plan was focused and logically derived:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Situation Analysis was focused and supported by evidence:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student provided an accurate 'market definition' of J Boag & Son's 'business(es)' and that of their major competitor(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The SWOT Analysis was comprehensive, logical, and consistent with theory:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student's marketing goals were logically derived, specific and measurable:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student's proposed marketing mix(es) were specific and a useful 'guide to action':	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student's had a clear strategy for implementation of the marketing plan:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student's outlined a clear set of control procedures to be used with the marketing plan:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The student's plan was presented to the School of Management standards:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS:

MARK ATTAINED: /40

GRADE:

SIGNED: _____

Study Schedule

Semester 1, 2008

Week	Start of Week	Text Chapter	Topic	Due Dates
1	25 February	1 & 2	Marketing concept and strategy	
2	3 March	3 & 4	Strategic analysis I (The firm and its competition)	
3	10 March	-	Public Holiday	
4	17 March Easter	5 & 6	Strategic analysis II (Customers and the environment) MID SEMESTER BREAK 20 to 26 March	Workshop paper 1 Due
5	31 March	7 & 8	The SWOT analysis framework & the development of marketing objectives and goals	
6	7 April	9 & 10	Strategy formulation	Workshop paper 2 Due
7	14 April	12	Implementation and control	
8	21 April	13 & 14	Market/Product strategies	Workshop paper 3 Due
9	28 April	15	Pricing strategies	
10	5 May	16	Distribution strategies	Workshop paper 4 Due
11	12 May	17	Promotion strategies	
12	19 May	18	Global strategies	
13	26 May	-	Unit Review and Major Assignment Preparation	
-	9 June	-	-	Major Assignment Due Monday 9 June at 3.00 p.m.
<p>A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm</p>				