BMA584
MARKETING MANAGEMENT

Semester 1, 2013

Teaching Team:
Dr Mark Wickham

CRICOS Provider Code: 00586B
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Consultation Time: By Appointment
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Unit Description

The 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 by formulating and implementing effective marketing plans. This unit, therefore, introduces students to the theories underpinning marketing strategy, and their role in the development of an effective marketing plan document.

Pre-Requisite/Co-Requisite Unit(s)

None.

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 of Management cannot guarantee that:

- any extra assistance will be provided by the teaching team in respect of work covered in the period prior to enrolment; and
- penalties will not be applied for late submission of any piece or pieces of assessment that were due during this period.
## Intended Learning Outcomes and Generic Graduate Attributes

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Assessment Criteria – In assessing this learning outcome I will be looking at student ability to:</th>
<th>Assessment Methods</th>
<th>Graduate Attribute Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of the theories and concepts of marketing strategy</td>
<td>Explain marketing strategy theories and concepts.</td>
<td>Tests</td>
<td><strong>In completing this unit, the following attributes are delivered:</strong></td>
</tr>
<tr>
<td></td>
<td>Explain how marketing strategy theories’ can be applied to identify and address marketing problems and opportunities.</td>
<td>Tests</td>
<td><strong>Knowledge:</strong> The ability to transfer knowledge to complex and uncertain business situations and transmit that knowledge to marketing professional peers for critical discussion.</td>
</tr>
<tr>
<td>Critically apply a broad, coherent and in-depth knowledge of contemporary marketing theories, concepts, and processes</td>
<td>Identify and analyse marketing strategy problems and opportunities in current organisation-based case studies.</td>
<td>Marketing Plans</td>
<td>Extensive functional knowledge of:</td>
</tr>
<tr>
<td></td>
<td>Apply marketing strategy theory to case study issues and draw conclusions</td>
<td>Marketing Plans</td>
<td>• Marketing management and its application to the business environment; and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• To become a functional lifelong learner for professional and personal career aspirations.</td>
</tr>
<tr>
<td>Obtain, analyse and interpret data relevant to making evidence-based decisions in emerging or new marketing tasks in complex contexts</td>
<td>Conduct independent research on contemporary strategic issues.</td>
<td>Marketing Plans</td>
<td><strong>Communication:</strong> The ability to engage in persuasive, succinct written discussions to communicate and defend a position held.</td>
</tr>
<tr>
<td></td>
<td>Assess contemporary marketing strategy issues using the lexicon/language of marketing strategy.</td>
<td>Marketing Plans</td>
<td>Written communication skills to create clear and detailed analyses and non biased recommendations for marketing executives and CEOs.</td>
</tr>
<tr>
<td>Critical evaluation of the theories and concepts in marketing strategy</td>
<td>Describe the limitations of marketing strategy theory.</td>
<td>Tests</td>
<td><strong>Problem Solving:</strong> The ability to apply logical, critical and creative thinking to complex marketing related problems.</td>
</tr>
<tr>
<td></td>
<td>Justify the use of marketing strategy theories.</td>
<td>Tests</td>
<td>A critical grasp of theoretical frameworks and practices and the ability to integrate and apply them to problem resolution in a marketing strategy context.</td>
</tr>
<tr>
<td>Effectively communicate complex strategic marketing ideas in a broad set of personal and group contexts</td>
<td>Write clearly using the lexicon/language of strategy.</td>
<td>Marketing Plans</td>
<td>The ability to locate, analyse, evaluate and effectively use information from a range of media and in a number of different formats.</td>
</tr>
<tr>
<td></td>
<td>Communicate in the format of case analysis and essays.</td>
<td>Marketing Plans</td>
<td><strong>Social Responsibility:</strong> The ability to clearly articulate the legal and ethical issues involved in marketing planning and strategy development with executives and key stakeholder groups.</td>
</tr>
</tbody>
</table>
Learning Expectations and Teaching Strategies/Approach

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.

In order to achieve these learning outcomes, the unit will comprise a 12 week lecture series and an 11 week tutorial program (see Page 16 for details). The assessment of the learning outcomes will occur through three pieces of assessment: 2 theory papers and 1 Take-Home Examination (a paired marketing plan document).

Expectations

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

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

Learning Resources

Prescribed Text


Recommended Texts


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). The following refereed journals publish articles concerning ethical and social issues related to business and management practice.

- Australasian Marketing Journal
- Corporate Reputation Review
- Journal of Consumer Behaviour
- Journal of Marketing Management
- The European Journal of Marketing

Useful Websites


My Learning Online (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 unit coordinator 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.
Details of Teaching Arrangements

Lectures

There will be a series of 13 Workshops held weekly throughout the semester.

Communication, Consultation and Appointments

Consultation with the lecturer will be by appointment.

Assessment

Assessment Schedule

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 assessment item are outlined below.

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Value</th>
<th>Due Date</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Test 1</td>
<td>20 marks</td>
<td>Week 5a</td>
<td>35 minutes</td>
</tr>
<tr>
<td>Online Test 2</td>
<td>20 marks</td>
<td>Week 9</td>
<td>35 minutes</td>
</tr>
<tr>
<td>Voluntary Briefing Document</td>
<td>ZERO</td>
<td>Friday, April 26th</td>
<td>250 words maximum</td>
</tr>
<tr>
<td>Marketing Plan Part I</td>
<td>40 marks</td>
<td>Monday, May 13th at 2pm</td>
<td>4000 words maximum</td>
</tr>
<tr>
<td>Marketing Plan Part II</td>
<td>20 marks</td>
<td>Friday, June 14th at 2pm</td>
<td>2000 words maximum</td>
</tr>
</tbody>
</table>

*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.

Assessment Item 1: Online Test

*Task Description:* Online Test

*Task Length:* 35 minutes – 30 multiple-choice questions (10 marks) and 3 short essays (10 marks in total).

Student will be given the three short essay questions on the Friday March 22nd; *students will be advised as to the word limit for each of the three short essay questions.* Students will log into the Online Test at a time of their choosing – once logged in, students will have 35 minutes to attempt the 30 multiple-choice questions, and attach their short essay answers.

*Due Date:* Monday 12am to Sunday 11:59pm in Week 5a

*Value:* 20 marks
Assessment Item 2: Online Test

**Task Description:** Online Test

**Task Length:** 35 minutes – 30 multiple-choice questions (10 marks) and 2 short essays from a choice of three questions (5 marks each).

Student will be given the three short essay questions on the Friday April 26th; students will be advised as to the word limit for each of the three short essay questions. Students will log into the Online Test at a time of their choosing – once logged in, students will have 35 minutes to attempt the 30 multiple-choice questions, and attach their short essay answers.

**Due Date:** Monday 12am to Sunday 11:59pm in Week 9

**Value:** 20 marks

Assessment Item 3 - Voluntary Briefing Document

**Task Description:** Briefing Document

**Task Length:** 250 words maximum

**Due Date:** Friday, April 26th, at 2pm

**Value:** ZERO marks

Students are invited to submit a Major Assignment briefing document detailing the planned scope of their Major Assignment. As such, this is not an opportunity for students to have a draft of their Major Assignment read/reviewed by their tutor, but rather an opportunity to gather feedback on the focus, framework, and information you propose to use therein. Students submitting a briefing document should email the Unit Coordinator (Mark.Wickham@utas.edu.au).

Students that do not wish to take advantage of this opportunity will not be penalised in any way.

**Structure of the Briefing Document:**

Students should attempt to address the following when writing their briefing document:

1. **Introduction** - State the target market and (their specific need) that your marketing plan will address.

2. **Discuss the scope you feel your assignment needs to cover for it to be a useful guide for the Qantas Board.** It is important that you state your choice of international competitor to Qantas in your document.

3. **Provide a justification as to what internal and external variables you feel are NOT relevant to your situation analysis.** Provide an overview of the data you feel would be required to develop a reasonable situation analysis, and where you expect to find such data.
**Assessment Item 4 – Marketing Plan Part I (paired)**

**Task Description:**  Marketing Plan

**Task Length:**  4000 words **Maximum**

**Due Date:**  Monday, May 13th, at 2pm.

Students are required to submit their Major Assignment in **both hard copy (as per normal procedure) and as an electronic document** via the Drop-Box on the MyLO website.

40 marks

Students are required to form into groups of two or three people. Students that are unable to work in a group may seek permission to attempt the assignment individually (NOTE: such students **must seek permission** from the unit coordinator to attempt the assignment individually).

This assignment is to be competed using secondary data only – students are **forbidden to approach the business owners or staff for information**.

**QANTAS Airlines**

In 2012, Qantas Airlines reported that their international division had become uncompetitive in the global market for travel. The international division has also recently reported that it is generating significant (and unsustainable) losses for the company.

**Your Task:**  You have been hired as a consultant by the Qantas Board to develop of a marketing plan (Parts II to V inclusive) for improving the performance of its international division in ONE of the following markets:

- International Business Class Travel
- International First Class Travel
- International Economy Travel
- International Frequent Flyer Program
- International Cargo Transportation

You are required to undertake the necessary secondary research in order to complete the following:

1. Consider the market situation faced by Qantas in relation to ONE of the markets listed above.
2. Using the Marketing Plan Worksheet Part I as a guide (Sections II to V inclusive), provide the Qantas Board with a logically derived marketing plan.

**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.
Assessment Item 5 – Marketing Plan Part II (Individual)

Task Description: Marketing Plan Part II

Task Length: 2000 words Maximum

Due Date: Friday, June 14th, at 2pm.

Students are required to submit their Marketing Plan Part II as an electronic document ONLY via the Assignment Drop-Box on the MyLO website.

Value: 20 marks

QANTAS Airlines

Your Task: You have been hired as a consultant by the Qantas Board to complete your marketing plan (Parts IV to VII inclusive) for its international division in terms of ONE of the following markets:

- International Business Class Travel
- International First Class Travel
- International Economy Travel
- International Frequent Flyer Program
- International Cargo Transportation

1. Using the Marketing Plan Worksheet Part II as a guide (Sections II to V inclusive), provide the owner with the second part of your marketing plan.

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.
**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 in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the Current Students homepage at: http://www.utas.edu.au/students/index.html

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, it 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**

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. Assignments must be submitted electronically through the relevant assignment drop box in MyLO. All coursework must be handed in at 2.00 pm on the due date.

**Requests for Extensions**

**Written Coursework:**

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 unit coordinator 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 five days late will normally not be accepted by the unit coordinator.
Faculty of Business Late Assessment Policy

A full copy of the Faculty of Business late assessment policy is available from the Faculty homepage - http://fcms.its.utas.edu.au/business/business/policies.asp.

Academic Referencing and Style Guide

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

These resources should be used when completing coursework in this unit.

Academic Misconduct and Plagiarism

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or
(b) improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit 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/.

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.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed. For further information on this statement and general referencing guidelines, see http://www.utas.edu.au/plagiarism/ or follow the link under ‘Policy, Procedures and Feedback’ on the Current Students homepage.
Workshop Program

Students are required to: (1) complete the required readings for the designated workshop; (2) download and listen to the recorded lecture series/podcasts available on MyLO; and (3) prepare answers for the following questions so that you are ready to contribute to the discussion.

**Week 1 - Marketing Management and Marketing Strategy**
1. Define strategic marketing. Differentiate it from marketing management.
2. What are the requisites for successful strategic planning?
3. Identify and define each of the elements of the extended marketing mix. In your definitions be sure to discuss the function and strategy of each element.

*Case analysis: McCafe in Europe*

**Week 2 - Strategic analysis I (The firm and its competition)**
1. How often should a company undertake corporate appraisal? What are the arguments for and against yearly corporate appraisal?
2. What expectations might a community have of (a) a major bank, (b) a medical group, and (c) a manufacturer of cyclical goods?
4. What are the basic elements of strategic competition? Are there any prerequisites to pursuing strategic competition?

*Case analysis: Online textbook industry*

**Week 3 - Strategic analysis II (The customer and the environment)**
1. Elaborate on marketing’s boundary role function. How is it related to customer needs?
2. What dimensions may be used to define market boundaries? Illustrate the use of these dimensions with a practical example.
3. What type of responsibilities should be assigned to the person in charge of environmental scanning? What role should marketing managers have in the environmental scanning process?
4. How may a business unit choose the criteria for segmenting the market?

*Case Analysis: BP Solar and Shell Renewables*

**Week 4 - The SWOT analysis and developing marketing objectives and goals**
1. Why is it necessary to measure a firm’s relative strengths and weaknesses?
2. Why is it necessary to ascertain a firm’s opportunities and strengths?
3. Using the article by Valentin (2001), discuss the role of the SWOT analysis framework as a sense making tool for marketing managers.

*Case Analysis: McDonald’s versus Burger King (Hungry Jacks)*

**Week 5 - Strategy Selection Part I: Strategy and Goal Setting**
1. What is meant by corporate direction? Why is it necessary to set corporate direction?
2. Using the articles by Kovac (2005) and Prather (2005), define what is meant by the term ‘SMART’ objective or goal.
3. Describe some specific ethical issues that can arise in the marketing manager’s consideration of their customers, competitors, employees, and the natural environment. What common themes are associated with all of the ethical issues that you have identified?

*Case Analysis I: Australia’s Anti-Smoking Campaign*  
*Case Analysis II: Woolworth’s Homebrand*  
*Case Analysis III: McCafe’s repositioning*
**Week 6 – Strategy Selection Part I: Portfolio Management**

1. What purpose does a product portfolio serve in the context of marketing strategy?
2. How can the position of a product in its life cycle be located? What is the strategic significance of products in the maturity stage of the product life cycle?
3. What factors may a company consider when measuring industry attractiveness and business strengths? Should these factors vary from one business to another in a company?
4. What major problems with portfolio approaches have critics identified?

*Case Analysis: Trinity Capital Investment*

**Week 7— Implementation and Control**

1. Using the article by Raps (2004) and Atkinson (2006), explain why marketing implementation can be 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 practicing marketing manager?
2. Consider 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.
3. What role do ethics play in the implementation of a strategic plan? How might a marketing manager ensure that the pressures to implement marketing strategies within cost and time pressures do not result in unethical practices?

*Case Analysis: The failure of Enron*

**Week 8 – Market/Product strategies**

1. What circumstances may lead a business unit to change the scope of its market?
3. What underlying conditions must be present before a company can make a strong commitment to a market?
4. Define the term “de-marketing.” What circumstances dictate the choice of de-marketing strategy?

*Case Analysis: Soft drink industry*

**Week 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.

*Case Analysis: P*
Week 10 – Place Strategies
1. Distribution channels should ideally be both effective and efficient in order to maximise customer satisfaction and profit margins. Using the article by Wyner (2002), discuss the factors a marketing manager must consider to ensure that their distribution channels are both effective and efficient.
2. Using Morelli (2006) and Exhibit 16-4 (available on MyLO), 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 underlying sources of conflict in distribution channel relations? Give examples.
4. What are some strategies for preventing and/or resolving conflicts in distribution channels?
   Case Analysis I: Coca-Cola’s distribution strategy in India
   Case Analysis II: Pepsi’s Coca-Cola’s distribution strategy in India

Week 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 Hall & Wickham (2008), discuss the manner through which IMC efforts can be strategically integrated in a business network environment.
   Case Analysis: Nutrigrain

Week 12 - Process, People, Physical Evidence and Productivity Strategies
1. Using the article by Sheth and Sisodia (2002), discuss the role of Productivity and Quality in the development and implementation of marketing strategies.
2. Using the article by Wyner (1997), discuss the role of a Trade-off Analysis in the development and implementation of marketing strategies.
   Case Analysis: Social media marketing

Week 13 – Unit Review
Use this workshop to cover any issues associated with completing the Marketing Plan Part II
<table>
<thead>
<tr>
<th>Criterions</th>
<th>High Distinction</th>
<th>Distinction</th>
<th>Credit</th>
<th>Pass</th>
<th>Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition of key concepts</td>
<td>The student will present an accurate definition of all the key concepts required to answer the essay question.</td>
<td>The student will present an accurate definition of the most important key concepts required to answer the essay question.</td>
<td>The student will present a definition of the most important key concepts required to answer the essay question.</td>
<td>The student will identify the key concepts required to answer the essay question.</td>
<td>The student will not identify or define the key concepts required to answer the essay question.</td>
</tr>
<tr>
<td>Integration of the key concepts to answer the essay question asked.</td>
<td>The student will present a clear and logical account of how the complete array of key concepts can be integrated to answer the essay question exactly as asked.</td>
<td>The student will present a clear and logical account of how the key concepts can be integrated to answer the essay question exactly as asked.</td>
<td>The student will present an account of how the key concepts can be used to answer the essay question.</td>
<td>The student will present an account of how the key concepts are related to the topic area.</td>
<td>The student will not present a convincing account of how the key concepts can be integrated, and will not answer the essay question to any relevant degree.</td>
</tr>
</tbody>
</table>
## Marketing Plan Part I

<table>
<thead>
<tr>
<th>Criterion</th>
<th>High Distinction</th>
<th>Distinction</th>
<th>Credit</th>
<th>Pass</th>
<th>Fail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Situation Analysis</strong></td>
<td>The Situation Analysis will be based upon an extensive array of legitimate data sources. The Situation Analysis will provide critical insights into the target firm, their competitors, and their defined market/target customers.</td>
<td>The Situation Analysis will be based upon legitimate data sources. The Situation Analysis will provide insights into the target firm, their competitors, and their defined market/target customers.</td>
<td>The Situation Analysis will be based upon legitimate data sources. The Situation Analysis will provide a description of the target firm, their competitors, and their defined market/target customers.</td>
<td>The Situation Analysis will be based upon a poor or illegitimate set of data sources. The Situation Analysis will provide no insights (critical or descriptive) into the target firm, their competitors, and their defined market/target customers.</td>
<td></td>
</tr>
<tr>
<td><strong>The SWOT Analysis framework</strong></td>
<td>The SWOT Analysis will provide a logical and complete summary of the information presented in the Situation Analysis. The SWOT elements presented in the plan will be entirely consistent with SWOT theory presented in the unit.</td>
<td>The SWOT Analysis will provide a logical summary of the information presented in the Situation Analysis. The SWOT elements presented in the plan will be largely consistent with SWOT theory presented in the unit.</td>
<td>The SWOT Analysis will provide an incomplete summary of the information presented in the Situation Analysis. The SWOT elements presented in the plan will be consistent with SWOT theory presented in the unit.</td>
<td>The SWOT Analysis will be an incomplete summary of the information presented in the Situation Analysis. The SWOT elements presented in the plan will demonstrate little if any understanding of the SWOT theory presented in the unit.</td>
<td></td>
</tr>
<tr>
<td><strong>Marketing Strategy (i.e. the development of goals and objectives)</strong></td>
<td>The Marketing Strategies presented will conform entirely to the SMART framework, and logically account for all of the SWOT elements presented in the SWOT Analysis section.</td>
<td>The Marketing Strategies presented will conform largely to the SMART framework and logically account for most of the SWOT elements presented in the SWOT Analysis section.</td>
<td>The Marketing Strategies presented in the plan will conform to the SMART framework and logically account for some of the SWOT elements presented in the SWOT Analysis section.</td>
<td>The Marketing Strategies presented in the plan will conform minimally to the SMART framework and will account for some of the SWOT elements presented in the SWOT Analysis section.</td>
<td></td>
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<tr>
<td><strong>Expression</strong></td>
<td>The plan will demonstrate a detailed command of marketing language and concepts. The plan will conform to the presentation and referencing standards set in the School of Management’s referencing and essay presentation guide.</td>
<td>The plan will demonstrate a command of marketing language and concepts. The plan will conform to the presentation and referencing standards set in the School of Management’s referencing and essay presentation guide.</td>
<td>The plan will demonstrate a reasonable command of marketing language and concepts. The plan will conform to the presentation and referencing standards set in the School of Management’s referencing and essay presentation guide.</td>
<td>The plan will demonstrate an incomplete command of marketing language and concepts. The plan will fail to conform to the presentation and referencing standards set in the School of Management’s referencing and essay presentation guide.</td>
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<tr>
<td><strong>Spelling &amp; Grammar</strong></td>
<td><strong>Overall Presentation</strong></td>
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<td>Criterion</td>
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<td>Credit</td>
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<td><strong>Selected Marketing Strategy</strong></td>
<td>The Marketing Strategy presented will conform entirely to the SMART framework.</td>
<td>The Marketing Strategy presented will conform largely to the SMART framework.</td>
<td>The Marketing Strategy presented in the plan will conform to the SMART framework.</td>
<td>The Marketing Strategy presented in the plan will not conform to the SMART framework.</td>
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<tr>
<td><strong>The ‘implementation and control’ programme</strong></td>
<td>The student’s implementation and control programme will detail the measures and the data sources required to complete the marketing management programme. The discussion will detail the questions to ask of the data to be collected in the process.</td>
<td>The student’s implementation and control programme will detail most of the measures and the data sources required to complete the marketing management programme. The discussion will detail the questions to ask of the data to be collected in the process.</td>
<td>The student’s implementation and control programme will discuss only some of the measures and data sources required to complete the marketing management programme. The discussion will include only broad questions to ask of the data to be collected in the process.</td>
<td>The student’s implementation and control programme fails to discuss the measures and the data sources required to complete the marketing management programme. The discussion will not include the questions to ask of the data to be collected in the process.</td>
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<tr>
<td><strong>The marketing management programme (i.e. the proposed “Marketing Mix”)</strong></td>
<td>The student’s marketing management programme is logical, and provides a detailed account of all the steps needed to achieve the specific strategy effectively and efficiently.</td>
<td>The marketing management programme is logical, and provides an account of all the steps needed to achieve the specific strategy effectively and efficiently.</td>
<td>The student’s marketing management programme will be logical, and account for most of the steps needed to achieve the stated strategy effectively.</td>
<td>The student’s marketing management programme fails to account for the steps necessary to achieve the stated strategy effectively.</td>
<td></td>
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<td>The plan will demonstrate a poor command of marketing language and concepts. The plan will fail to conform to the presentation and referencing standards.</td>
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# Study Schedule

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<thead>
<tr>
<th>Week</th>
<th>Start of Week</th>
<th>Required Reading</th>
<th>Topic</th>
<th>Due Dates</th>
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<tbody>
<tr>
<td>1</td>
<td>February 25</td>
<td>Chapters 1 &amp; 2</td>
<td>Marketing Management &amp; Marketing Strategy</td>
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<td>2</td>
<td>March 4</td>
<td>Chapters 3 &amp; 4</td>
<td>Strategic Analysis (Part I) The Firm and its Competition</td>
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<td>3</td>
<td>March 11</td>
<td>Chapters 5 &amp; 6</td>
<td>Strategic Analysis (Part II) Customers and the External Environment</td>
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<td>4</td>
<td>March 18</td>
<td>Chapter 7 + CD ROM + Required Reading #1</td>
<td>The SWOT Analysis Framework</td>
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<td>5</td>
<td>March 25</td>
<td>Chapters 8 &amp; 9 + Required Readings #2 &amp; #3</td>
<td>Strategy and Goal Setting</td>
<td>Online Test 1</td>
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<td>6</td>
<td>April 8</td>
<td>Chapter 10</td>
<td>Portfolio Management</td>
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<td>7</td>
<td>April 15</td>
<td>Required Readings #4, #5 &amp; #6</td>
<td>Implementation and Control</td>
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<td>8</td>
<td>April 22</td>
<td>Chapter 13 (pp. 315-24) + Required Readings #7 and #8</td>
<td>Market and Product Strategies</td>
<td>Voluntary Briefing Document</td>
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<td>9</td>
<td>April 29</td>
<td>Chapter 13 (pp. 324-40) + Required Readings #9, #10, &amp; #11</td>
<td>Pricing Strategies</td>
<td>Online Test 2</td>
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<td>May 6</td>
<td>Chapter 13 (pp. 330-37) + Required Readings #12, #13 &amp; #14</td>
<td>Place Strategies</td>
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<td>11</td>
<td>May 13</td>
<td>Chapter 13 (pp. 338-43) + Required Readings #15 &amp; #16</td>
<td>Promotion Strategies</td>
<td>Marketing Plan Part I</td>
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<td>12</td>
<td>May 20</td>
<td>Required Readings #17, #18 &amp; #19</td>
<td>Process, People, Physical Evidence and Productivity &amp; Quality Strategies</td>
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<td>13</td>
<td>May 27</td>
<td>None</td>
<td>Unit Review/Marketing Plan Part II Preparations</td>
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Marketing Plan Part II due on Friday, June 14th at 2pm.