Important Notice

The material contained in this study guide is in the nature of general comment only and is not advice on any particular matter. No one should act on the basis of anything contained in this guide without taking appropriate professional advice upon the particular circumstances. The Publisher, the Editors, and the Authors do not accept responsibility for the consequences of any action taken or omitted to be taken by any person, whether a subscriber to this guide or not, as a consequence of anything contained in or omitted from this guide.
COURSE OVERVIEW

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## Course schedule

### SESSION 3, 2015

**Marketing Management**  
MBA (Executive)

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<th>Week no</th>
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<th>Unit</th>
<th>Assessment due (% weighting)</th>
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<td>7 September</td>
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<td>14 September</td>
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<td>3</td>
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**Workshop 1 (Saturday, 10 October)**

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<td><strong>Assessment 1 (25%)</strong></td>
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<td>11</td>
<td>16 November</td>
<td>11</td>
<td><strong>Assessment 2 (20%)</strong></td>
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**Workshop 1 (Saturday, 21 November)**

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<td>12</td>
<td><em><em>Assessment 3</em> (5%)</em>*</td>
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**Final Exam (Saturday, 6 December) 50%**

* Assessment 3 involves class presentation of news article, schedule to be determined.
Course Overview

Course-level aims and learning outcomes

Marketing Management is designed to introduce you to the full range of activities performed by a marketing-oriented manager. This subject is designed to introduce you to the key principles and activities necessary for you to have an appreciation of the importance of the role that marketing plays in the ‘tool kit’ of every organisational leader and manager. The framework outlined in this course has been used by many large and small organisations to improve their marketplace performance. You will be required to analyse the practices of your own organisation, and of your competitors, in servicing customers and clients by utilising the ideas presented in this course. At the end of this course, you should be able to view any business from a marketing-oriented perspective.

The course aims to:

1. develop understanding about marketing management concepts and frameworks, and apply these to a new or existing business
2. develop skills to analyse and synthesise information and derive insights related to marketing management, from several perspectives
3. enhance business communication skills required to work effectively with a marketing team.

Marketing Management looks at an organisation through customers’ eyes. To do this, the course will help you to understand what your customers want and to identify how and why they make certain choices. It is then necessary to quantitatively measure demand and attempt to forecast its future levels, magnitude and timing.

Course learning outcomes

By the end of the course, you should be able to:

• critically analyse an organisation's marketing strategies
• evaluate marketing implementation strategies
• formulate and assess strategic, operational and tactical marketing decisions
• plan and conduct an investigation into an organisation’s marketing strategy, and communicate findings in an appropriate format.

1 The concepts in the course can be applied to not-for-profit organisations, government/public service businesses, professional service firms etc. Unless otherwise indicated, the term ‘customer’ is a convenient, generic term for any value-creation partner, such as clients, citizens, recipients, and investors.
Where does an organisation’s success really come from? Any successful manager knows that success and survival requires that the organisation must create a business model where the funds that it attracts exceed the costs that it incurs in operating. It must also attract and sustain the ongoing support of key stakeholders to make that possible. Ultimately, along with hiring the right people, acquiring and effectively managing financial and non-financial resources and assets and putting in place effective operational systems, success comes from finding enough investors and customers with whom the organisation can engage in a mutually beneficial exchange of value. This course will guide you through the process of creating, communicating and delivering these mutually-beneficial exchanges.

The course is structured as follows:
Unit 1: What everyone needs to know about marketing
This opening Unit introduces the basic premise that every organisation must understand and practise marketing effectively in order to fulfil its mission and purpose. It proposes this notion because marketing is the role within the organisation that focuses on exchanging value with customers, clients or target audiences.

Unit 2: Understanding the marketing environment
In this Unit, we will begin by discussing how the critical external environments (customers, competitors, collaborators and context) impact marketing strategy and practice and create opportunities or threats.

Unit 3: Market segmentation, targeting and positioning: the critical tasks for marketing effectively
Segmentation, targeting and positioning is one of the foundations of marketing strategy. Market segmentation is necessary because few (if any) markets have only one form of customer need, want or behavior, and organisations must identify and understand the diversity among the potential buyers in the marketplace.

Unit 4: Understanding buying behaviour: business, government and consumer
Buyer behaviour is a critical aspect of marketing management. In this Unit, we will recognise that there are three key types of markets or customers that organisations try to serve: business-to-business markets (B2B), business-to-consumer markets (B2C) and business to government markets (B2G). This Unit will explore the buying decision processes for consumers, business and government customers, as well as identify what factors influence this process.

Unit 5: The marketing mix: product and pricing strategies
Once we have covered the background principles that drive and inform strategic marketing management, we turn to the tactical marketing issues. Tactical marketing issues are those actions a firm takes to implement its marketing strategy. Marketing tactics include the marketing mix, or seven Ps. In this Unit, we focus on the first two Ps, product and price. We will start by understanding what a product is and what drives the need for products.

Then we will tackle prices (money, time and effort) that customers are asked to exchange for the products they are offered.
Unit 6: The marketing mix: distribution and communication strategies

Issues surrounding the ‘place’ where products and services can be purchased are important. Here, the focus is on the distribution tactics – where will the value propositions be made available to optimise the balance between coverage (number of customers reached), economics (is it profitable and who makes the profit) and strategic control? We progress our discussion about the marketing mix by discussing marketing communications. Then we will examine several forms of communication, as well as highlight the importance of integrating all messages across the organisation, so that customers receive consistent communications about an organisation’s products.

Unit 7: The marketing mix: marketing services

In this Unit, we focus on the particular challenges and issues that arise when marketing services. This is an issue even for companies that market tangible goods (e.g. cars, white goods, digital devices, computers, etc) where services are a key part of the value proposition.

Unit 8: Building stronger brands

In this Unit, we discuss the key role of brands as the means of distinguishing and ‘owning’ the value propositions that the organisation offers in the marketplace. We will discuss the various structures and frameworks used to create, position and manage brands – issues such as brand presence and equity, the characteristics of an effective brand and the role of brand as a unique or ‘signature’ identity for an organisation and/or specific value propositions.

Unit 9: Satisfaction and loyalty: co-creating and sustaining value

This Unit illustrates how effective relationship marketing can positively impact customer satisfaction, which, in turn, can increase customer retention and build loyalty. We will discuss the benefits of focusing on a customer retention and loyalty strategy (i.e. financial impact of retaining and building deeper and stronger relationships with customers), rather than merely focusing on a new customer acquisition strategy.

Unit 10: Digital marketing

The rapid adoption and widespread diffusion of the internet and digital devices has led to transformation in the way marketing is practised – from the use of data analytics to interpret the streams of ‘big data’ that the devices and digital channels provide, to the specifics of how value is created, communicated, delivered, sustained and captured using digital channels. And that is what we discuss in this Unit.
Unit 11: Internationalisation: marketing across culture
The move to international and global markets has had an equally transformative and disruptive effect. Organisations often pursue growth and success by creating value propositions in multiple national markets. The purpose of this Unit is to help you appreciate the particular challenges in crafting and executing effective marketing strategies for an organisation operating in multiple national markets.

Unit 12: Bringing it all together in the marketing plan
In this Unit, we focus on how the marketing plan is informed by corporate strategy and developed by analysing the critical marketing environments and deriving insights about what the organisation can and should do to create, communicate, deliver and sustain value for its chosen customers – and capture value for the organisation at the same time. We discuss the process for developing effective marketing plans and how they need to be designed and managed to maximise their effective implementation to deliver impact. Then we will discuss the key issues that lead to successful implementation of marketing strategies and tactics. In addition, we highlight key ways in which we can measure and monitor the effectiveness of our marketing strategies and tactics.
Resources

Learning resources

You have four major resources to help you learn:

1. The course materials comprising Units 1 to 12 and the course overview and assessment details. You will do much of your learning outside the classroom by working through the learning materials, and by completing the exercises and activities as they arise.

2. The class meetings and workshops with your Class Facilitator. The Class Facilitator’s job is to facilitate your learning by conducting class discussion, answering questions that might arise after you have done the week’s work, providing insights from his or her own practical experience and understanding of theory, providing you with feedback on your assignments, and direct traffic in the inevitable discussions and debates that will occur between you and your co-participants in the classroom.

3. Your co-participants. Your colleagues in the classroom are an invaluable potential source of learning for you. Their work and life, and industries and their willingness to question and argue with the course materials, the Class Facilitator and your own views, represent a great learning opportunity. MBA (Executive) participants bring much valuable insight to the learning experience. You can use this MBA (Executive) course to take a major step in broadening your appreciation of marketing.

4. In addition to course-based resources, please also refer to the AGSM Learning Guide (available in Moodle) for tutorials and guides that will help you learn more about effective study practices and techniques.

Course materials

The course materials comprise this Course Overview, the Assessment Details and 12 units. Your course materials are available to download from the course Moodle site in a number of formats including PDF and iBook.

In addition to the AGSM-authored content, each Unit has a number of associated readings. They have been selected to provide further insights into marketing topics. Hyperlinks are provided in the course materials that will take you to the article/reading stored electronically within the library at UNSW. Due to Copyright restrictions on these materials, we cannot embed the reading into the electronic course materials.

Each Unit also contains video content, key concept reviews and self-assessment quizzes to support your development.
Recommended journals and sources for further investigation

The following journals and magazines are recommended for those interested in further reading in this subject area. They are optional and are not required for successful completion. As a student of UNSW, you have free access to these via the UNSW Library (www.library.unsw.edu.au):

- Journal of Marketing
- Journal of the Academy of Marketing Science
- Journal of Consumer Behavior
- International Journal of Research in Marketing
- Harvard Business Review
- MIT Sloan Management Review
- McKinsey Quarterly
- AANA (Australian Association of National Advertisers) offers a range of video interviews by practising Marketing Leaders and Managers of major Australian organisations (http://aana.com.au/category/marketing-dividends/)
- the business pages of the daily press.

eLearning

To access eLearning@AGSM MBA, go to http://telt.unsw.edu.au/ and select Login to UNSW Moodle.

Login to the web Single Sign On (wSSO) using these details:

Username: zNumber
Password: zPass

Moodle eLearning support

Should you have any difficulties accessing your course online, please contact the eLearning support below:

For login issues:

UNSW IT Service Centre
Hours: Monday to Friday: 8.00am – 8.00pm
Saturday and Sunday: 11.00am – 2.00pm
Email: ITServiceCentre@unsw.edu.au
Phone: Internal: x51333
     External: 02 9385 1333
     International: +61 2 9385 1333

For assistance in using Moodle, including how to upload assessments:

The AGSM eLearning Coordinator
Hours: Monday to Friday: 9.00am – 5.00pm
Email: elearning@agsm.edu.au
Phone: Internal: x19541
     External: 02 9931 9541
     International: +61 2 9931 9541

For help with technical issues and problems:

External TELT Support
Hours: Monday to Friday: 7.30am – 9.30pm
       Saturdays and Sundays: 8.30am – 4.30pm
Email: externalteltsupport@unsw.edu.au
Phone: Internal: x53331
     External: 02 9385 3331
     International: +61 2 9385 3331

Administrative support

Student Experience
If you have any administrative queries, they should be addressed to Student Experience.

Student Experience
AGSM MBA Programs
UNSW Business School
SYDNEY NSW 2052
Tel: +61 2 9931 9400
Fax: +61 2 9931 9205
Email: studentexperience@agsm.edu.au
Additional student resources and support

The University and the UNSW Business School provide a wide range of support services for students, including:

- **UNSW Business School – Education Development Unit (EDU)** ([https://www.business.unsw.edu.au/students/resources/learning-support/consultations](https://www.business.unsw.edu.au/students/resources/learning-support/consultations)). Academic writing, study skills and maths support specifically for UNSW Business School, AGSM and MBT students. Services include workshops, online and printed resources, and individual consultations.
  
  EDU Office: Level 1, Quadrangle Building; Ph: +61 2 9385 5584;
  Email: [edu@unsw.edu.au](mailto:edu@unsw.edu.au)

- **UNSW Learning Centre** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- Library training and search support services ([http://info.library.unsw.edu.au](http://info.library.unsw.edu.au))

- **UNSW IT Service Desk**
  Technical support for problems logging in to websites, downloading documents etc.
  Library, Level 2; Ph: +61 2 9385 1333
  Website: [www.its.unsw.edu.au/support/support_home.html](http://www.its.unsw.edu.au/support/support_home.html)

- **UNSW Counselling Service** ([www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au))
  Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’.
  Office: Level 2, Quadrangle East Wing; Ph: +61 2 9385 5418

- **Student Equity & Disabilities Unit** ([http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au))
  Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning.
  Office: Ground Floor, John Goodsell Building; Ph: +61 2 9385 4734
Program quality assurance

A number of international standards are embedded into the program to ensure the courses you study are high quality. At present this includes specific design to meet AACSB accreditation standards (through measurement of students’ program-level learning outcomes), and the United Nations Principles for Responsible Management Education (UNPRME). EQUIS accreditation is also held by UNSW Business School.

Associated governing bodies:
AACSB: http://www.aacsb.edu
EQUIS: https://www.efmd.org/accreditation-main/equis
UNPRME: http://www.unprme.org

Program-level learning goals and outcomes assessed for AACSB accreditation

The Course Learning Outcomes are what you should be able to do by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Course Learning Outcomes will also help you to achieve at least some of the overall Program Learning Goals that are set for all postgraduate coursework students in AGSM programs.

However, course-level learning outcomes are not sufficient to fully describe a student’s skills as they complete the qualification, and so we add an additional set of Program Learning Goals. These specify what we want you to have achieved by the time you successfully complete your degree. As an example, for the Teamwork learning goal we specify: ‘Our graduates will be effective team participants’.

You demonstrate that you have met these Program Learning Goals by achieving specific Program Learning Outcomes that are directly related to each goal. These indicate what you are able to do by the end of your degree. In the case of the Teamwork goal, the related outcome includes: ‘participate collaboratively and responsibly in teams’. Note that the ability to meet these program-level learning goals and outcomes will be measured in each capstone course for your degree program.

This course contributes to the development of the MBA (Executive) Program Learning Goals, which are the qualities, skills and understandings we want you to have by the completion of your degree, as indicated in the table below.
MBA Program Learning Goals and Outcomes

Learning Goal 1: Business Management Knowledge
Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations.

Learning Goal 2: Critical Thinking
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions.

Learning Goal 3: Communication
Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose.

Learning Goal 4: Teamwork
Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes.

Learning Goal 5: Responsible Business
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business.
Students should be able to consider the social and cultural implications of management practices and of business activities.

Learning Goal 6: Leadership
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams.

Learning Goal 7: International Perspective
Students should understand the needs of undertaking business within a global context.
Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues.

Learning Goal 8: Risk Management
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models.
Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments.

Program Learning Goals are developed throughout the program of study. Each course will not necessarily address all Program Goals or develop them to an equal extent.
Continual course improvement

Our courses are revised each time they run, with updated course overviews and assessment tasks. All courses are reviewed and revised every three years and significant course updates are carried out in line with industry developments, and the latest academic research.

The AGSM surveys students via the UNSW CATEI system each time a course is offered. The data collected provides anonymous feedback from students on the quality of course content and materials, class facilitation, student support services and the AGSM program in general. This student feedback is taken into account in all course revisions.

All material used will be treated as confidential and these processes will have no bearing on course grades.

A major redevelopment of this course was conducted in late 2014 by writers Craig Tapper and Dr Ian Benton. They give special acknowledgement to developers of earlier versions of the course; namely, Professor Murali Chandrashekaran, Professor Grahame Dowling, Professor David Midgley, Professor John Roberts, Professor John Rossiter, Assoc. Professor Mohammed Razzaque, Dr Sharat Mathur (now at Booz Allen Hamilton, USA), Dr Rita Di Mascio and Professor Peter Graham (Griffith University, now retired).
Course staff

Course coordinators

Each course has a Course Coordinator who is responsible for the academic leadership and overall academic integrity of the course. The Course Coordinator selects content and sets assessment tasks, and takes responsibility for specific academic and administrative issues related to the course when it is being offered. Course Coordinators oversee Class Facilitators and ensure that the ongoing standard of facilitation in the course is consistent with the quality requirements of the program.

Dr Rita Di Mascio
USYD | PhD, UNSW | BSc (Hons)

Craig Tapper
Company Directors Diploma, Corporate Governance, USYD | MBA, UTS | MComm, Marketing & International Business, UNSW | BA, Industrial Relations & Economics, UNSW

Class facilitator

The role of your Class Facilitator is to support and enhance the learning process by encouraging interaction amongst participants, providing direction in understanding the course content, assessing participant progress through the course and providing feedback on work submitted. Class Facilitators comprise academics and industry practitioners with relevant backgrounds.

You will meet your Class Facilitator in Week 1 of the course.
Course authors

Craig Tapper

Craig Tapper has an undergraduate degree and postgraduate degrees in economics, industrial relations, marketing and an MBA. He is a Fellow of the Australian Institute of Company Directors and a Senior Fellow of Finsia, as well as being a Certified Practising Marketer. Craig has more than 25 years' experience at senior levels in the corporate and public sectors in both Australia and the United Kingdom. In addition, he led a boutique management consulting firm for more than six years and accumulated more than 15 years’ experience as a director on boards. Since 1991 Craig has taught, written and led postgraduate programs in strategy, marketing and management for the University of NSW Business School and the Australian Graduate School of Management, the Australian National University, the University of Sydney, the University of Technology Sydney, and Finsia, Australasia’s finance sector peak-body. Craig continues to consult and deliver corporate and executive education programs internationally as well as throughout Australia.

Dr Ian Benton

Dr Ian Benton is an accomplished marketing professional, having held Marketing Director roles with American, Japanese, and European technology-based multinationals more than 20 years before joining the AGSM postgraduate teaching program at UNSW in 2006. He continues to manage international marketing consultancy engagements across Europe and Asia. Dr Benton’s declared bias is that as students of business and as business practitioners, we should never lose sight of the applicability of good theory to what we do in practice. He’s often heard it said that theory without practice can be boring and that practice without theory to support learning from it is mere anecdote. To achieve transportable knowledge, we need both. Each informs the other.
Academic Review

Professor Adrian Payne
PhD, Melbourne | MSc, Aston | MEd in Higher Education, Melbourne | Diploma in Marketing, Chartered Institute of Marketing | Fellowship and Associate Diplomas in Electrical Engineering, RMIT

Adrian Payne is Professor of Marketing at the University of New South Wales. He is a frequent keynote speaker at public and in-company seminars and conferences around the world. He has practical experience in marketing, market research, corporate planning and general management. His previous appointments include positions as Chief Executive for a manufacturing company and he has also held senior company appointments in strategic planning and marketing. He has worked widely in the IT, financial services, professional services, telecoms, and utilities sectors. He has also worked with many manufacturing firms and government departments. His research has appeared in a wide range of journals, including the Journal of Marketing, Journal of the Academy of Marketing Science, to name a few. He is an author of fourteen books including the first text to be published on Relationship Marketing. He has run many workshops and executive programmes in CRM, Marketing Strategy, Customer Retention and Services Marketing, and has lectured at over twenty leading academic institutions around the world including: Darden School, University of Virginia; Northwestern University; INSEAD; IMD; London Business School; Oxford University; and Cambridge University.