1. COURSE STAFF

Lecturer: Ting Yu
Office: JG 318
Phone: 02-9385 1284
Email: t.yu@unsw.edu.au
Consultation times: Thursday 3 – 5 pm or by appointment

1.1 Communication with Staff

The above office hours are only a suggestion of the time when I am likely to be in the office. However, I am generally available to answer questions or inquiries. You can email or call me on the phone; alternatively you can see me in person. If you’re thinking of dropping by my office it’s always a good idea to bounce me an email first. That way there is more of a chance of me being there 😊.

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations

Lecture: Thursday 6:00-7:30 pm
Tutorial: Thursday 7:30-9:00 pm
Venue: CLB 4

2.2 Units of Credit

Marketing Management is worth 6 OUC.

2.3 Relationship of this course to other course offerings

Marketing Management (MARK5801) is a disciplinary core subject offered under the Master of Commence program. It builds on the basics marketing and consumer behaviour concepts of MARK5800. This course takes a strategic perspective on market competition and strives to apply the marketing management concepts within that strategic framework. Although the course is designed primarily with a marketing focus, it may be of interest to students seeking a major in other disciplines (e.g.: economics, management, accounting, or finance) who have a particular interest in management and strategic market competition.

2.4 Approach to learning and teaching

Marketing Management is designed to challenge you, encourage you to think for yourselves and even take responsibility for your own learning. The course is delivered in a seminar form, where mutual discussion, analysis and application of key concepts and recent research findings are crucial to development of a deeper understanding of strategic market competition. To obtain full benefits from this course, I suggest you extend yourself... beyond your comfort zone. That means pro-actively participate in the discussions and the seminars.
3. COURSE AIMS AND OUTCOMES

3.1 Course Aims
The aim of MARK5801 Marketing Management is to develop an appreciation and understanding of the more advanced aspects of marketing management. The course is relevant to those of you who want to understand a market strategic competition from a managerial point of view. The aim is to prepare you for a future role as marketing managers, consultants or advisors. The goal is to improve your ability to understand, critically analyse, and apply current research in marketing to concrete management problems.

3.2 Student Learning Outcomes
By the end of the course you should be able to:
- Understand and critically discuss the main concepts involved in strategic marketing management.
- Apply those concepts to concrete marketing problems.
- Improve your decision making strategies.

3.3 Teaching Strategies
The general approach to teaching in Marketing Management will take the form of a series of seminars divided into lectures and tutorials. The seminar approach is designed to get you talking and me providing the context for your discussions. However, in each seminar we will make sure we cover the following components:

1. In the first part of each seminar I will give a lecture outlining the main theoretical concepts in Marketing Management. This will set the context for your own presentations.
2. You will present in the tutorials. The presentations will be based on recent case studies set for each week. These will be done in groups. Each week a group of students will analyse a case study and present their solution to a specific marketing problem faced by the company in the case study. Presenters will provide us with their understanding of the substantive concepts, and the creative application of those concepts to marketing management. The success of the presentations will partly depend on the level of discussion you are able to generate in class.
3. You are all expected to take part in the seminar discussions. This means making constructive comments, statements and asking relevant questions.
4. STUDENT RESPONSIBILITIES AND CONDUCT
You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, coming in late, talking in class, are not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

It is expected that you will spend at least **ten hours** per week studying a 6 UOC course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing's website. http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=_Current_Policies

4.1 Attendance
Your regular and punctual attendance at lectures and tutorials is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

5. LEARNING ASSESSMENT

5.1 Formal Requirements
In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- achieve at least 50% from the individual component of assessment (see below).

If you do not pass the individual component, then you will receive a UF grade. Tough I know, but what doesn’t kill you only makes you stronger. 😊

5.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Component</th>
<th>Component Weighting</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Presentation</td>
<td>15%</td>
<td>TBD</td>
</tr>
<tr>
<td>Major Project (marketing plan)</td>
<td>30%</td>
<td>5 pm, 30 October 2006</td>
</tr>
<tr>
<td>Attendance and Class Participation*</td>
<td>5%</td>
<td>N/A</td>
</tr>
<tr>
<td>Final Exam*</td>
<td>50%</td>
<td>TBA</td>
</tr>
</tbody>
</table>

*You have to pass this component to pass the subject!
**GROUP ASSESSMENT (GROUPS OF THREE TO FOUR):**

**Case Presentation (15%)**

Refer to the case studies and the discussion topics set for each week. The aim of the case presentation is for you to present solution to a specific marketing problem described in the case study. You should think of your presentation as a presentation to the board of directors on the future course of action and the strategic direction for your company. Your focus should also be on the application of the marketing management and marketing strategy concepts to the given marketing problem. This means that you not only have to present your marketing strategy for the company, but also justify why you have chosen a specific course of action in terms of the theoretical concepts from the lectures and your readings. You should integrate all the information into a consistent argument. The quality of your argument will be the major determinant of your presentation mark. Assessment of the presentation will also depend on your presentation style and the level of discussion that you are able to generate during and following the presentation. Hence you will need make the presentation interesting and plan for and encourage discussion during and after the presentation. Marketing criteria will be given to you in the first week’s lecture.

**Major Project, (30%) (GROUPS OF TWO TO THREE OR INDIVIDUAL)**

Your mission is to select a company, and a product, for which you will construct a marketing plan. Refer to the appendix for more details.

**Attendance and Class Participation (5%)**

Everyone is expected to read all the case studies set for each week prior to the seminar and participate during the discussion. Attendance will be recorded every week.

**Final Exam (50%)**

I will advise you on the structure of the final exam later in the semester. The provisional exam timetable does not come out before the last couple of weeks of the session; hence we will not know the date and the location of the final exam until much later in the session.

One thing that I can tell you at this stage is that the exam will be 3 hours long, and is likely to include a case study.
5.3 Assignment Submission Procedure
Assignments are to be submitted on or before the due date by lodging in the marked essay box located on the 3rd floor, John Goodsell building.

5.4 Late Submission
Late submission will incur a penalty of 10% of the percentage weight of the assessment component per day after the due date and will not be accepted after 5 working days.

Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made to the lecturer prior to the due date. Medical certificates or other evidence of extreme misfortune must be submitted through a special consideration form and must contain information that justifies the extension sought.

Information about late submission of assignments, including penalties, is also available on the School of Marketing’s website


5.5 Special Consideration and Supplementary examinations
Details relating to procedures for special consideration and supplementary exams can be found at:

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=_Current_SpecialConsideration

NOTE: You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form.

5.6 Assignment Format
Please refer to the attachment
6. **ACADEMIC HONESTY AND PLAGIARISM**

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:

[www.my.unsw.edu.au/student/atoz/Plagiarism](http://www.my.unsw.edu.au/student/atoz/Plagiarism)

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement;
- paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

[www.lc.unsw.edu.au/plagiarism](http://www.lc.unsw.edu.au/plagiarism)

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

---

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle

† Adapted with kind permission from the University of Melbourne.
7. STUDENT RESOURCES

7.1 Course Resources

➢ The textbook:

➢ Case studies:
You will need to purchase the following case studies from Harvard Business Online. Follow the link and do a keyword search for each title.
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/cases/cases_home.jhtml

➢ Additional useful textbook readings:

➢ Additional article readings are listed in the course schedule. Most of the articles should be conveniently located on the “My Course” library web-page. Any that might be missing you will have to hunt down yourselves; which means you get to find out where the library is.

7.2 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:
- Learning and study support: Counselling support; Library training and support services; Disability support services.

In addition, it is important that all students are familiar with University and Faculty policies and procedures in relation to such issues as:
- Examination procedures and advice concerning illness or misadventure; Supplementary Examinations; Occupational Health and Safety policies and expectations;

For information and links relating to the above services, please see [http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=S_Current].

8. CONTINUAL COURSE IMPROVEMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI)
Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.
9. COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture</th>
<th>Readings</th>
<th>Tutorial</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>1/08/06</td>
<td>Review of key concepts: Strategic marketing and economic concepts. Text1: Ch1</td>
<td>Discussion Focus: Admin (Groups, presentations)</td>
</tr>
<tr>
<td>3</td>
<td>8/08/08</td>
<td>Review of consumer behaviour: Consumer behaviour concepts. Text: Ch2 Mastering Case Study Analysis (handout)</td>
<td>Discussion Focus: Ebay.com The marketing plan.</td>
</tr>
<tr>
<td>4</td>
<td>15/08/06</td>
<td>Internal analysis (company) Text: Ch3, Ch6</td>
<td>Presentation 1 Case Study: XM SATELLITE RADIO</td>
</tr>
<tr>
<td>5</td>
<td>22/08/06</td>
<td>External analysis (consumers) Text: Ch7, Ch12</td>
<td>Presentation 2 Case Study: SUNDAY COMMUNICATIONS</td>
</tr>
<tr>
<td>6</td>
<td>29/08/06</td>
<td>External analysis (environment) Text: Ch5, Ch8, Ch10</td>
<td>Presentation 3 Case Study: SAMSUNG CHINA</td>
</tr>
<tr>
<td>7</td>
<td>5/09/06</td>
<td>Opportunities and threats Text: Ch12, Ch13</td>
<td>Presentation 4 Case Study: HONG KONG LAND HOLDINGS</td>
</tr>
<tr>
<td>8</td>
<td>12/09/06</td>
<td>Marketing options Text: Ch14</td>
<td>Presentation 5 Case Study: FASTLANE TECHNOLOGIES</td>
</tr>
<tr>
<td>9</td>
<td>19/09/06</td>
<td>Sources of competitive advantage Text: Ch15, Ch16, Ch167</td>
<td>Presentation 6 Case Study: DELL--NEW HORIZONS</td>
</tr>
<tr>
<td></td>
<td>26/09/06</td>
<td>Mid-Session Break</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>10/10/06</td>
<td>Implementing Text: Ch19</td>
<td>Presentation 8 Case Study: REALNETWORKS RHAPSODY</td>
</tr>
<tr>
<td>12</td>
<td>17/10/06</td>
<td>Revision</td>
<td>Project Completion/Team discussion marketing plan (No Tutorial)</td>
</tr>
<tr>
<td>13</td>
<td>24/10/06</td>
<td>(No Lecture)</td>
<td>Project Completion/Team discussion marketing plan (No Tutorial)</td>
</tr>
<tr>
<td>14</td>
<td>31/10/06</td>
<td>(No Lecture)</td>
<td>Exam Preparation Project due: 5 pm, 30 October 2006</td>
</tr>
</tbody>
</table>

1 The textbook chapter readings are an indication only. I suggest you read all the chapters in the textbook.
10. Case Studies for Each Seminar

Week 2

Administration: Get into Groups

Form a group of 3 to 4 members and choose a case study topic and the week in which you will present it. Choose your group members wisely. Group work forms a major part of assessment in this course. However, management of group dynamics is your responsibility. Keep in mind that assignment of clear responsibilities as well as development of consistent group norms, such as regular meetings, communication, and division of labour, are essential for cohesive group performance.

Nevertheless, we will have peer evaluation of individual contribution to group work at the end of the semester if there is any dispute about the individual contribution. Hence, if there is any dispute, how your group peers assess your performance within the group will influence the marks that you receive at the end.

Week 3

Marketing Plan:

Discuss components of a marketing plan.

Prepare a mini marketing plan for a product of your choice. In your plan make sure to include the following components:

1. Corporate objectives,
2. Competitive and situation analysis,
3. Target market analysis,
4. Strategy (positioning)
5. Action plans, and controls.
WEEK 4

**CASE STUDY: XM SATELLITE RADIO**

XM Satellite Radio is a radically new way to listen to radio. Management must develop a marketing strategy to launch the firm and the category. A crucial aspect of the strategy is to determine which of two business models the company will pursue. Should it focus predominantly on charging customers a monthly subscription fee or on selling advertising time to advertisers? This decision is closely related to target market selection and to the choice of optimal price points for subscription fees and radio receivers. Market research commissioned by XM provides rich insights into these issues. In addition, XM management needs to figure out how to establish partnerships with the leading electronics manufacturers. A consideration of its market share and channel presence are essential to XM’s ultimate success integrating satellite radio into home and car audio systems. As it formulates its plan, XM needs to take into account the competitive landscape, primarily comprised of broadcast radio (AM and FM) that has been in existence for many years and is offered for free, as well as a second satellite radio provider (Sirius).

Analyse the strategic issues facing XM Satellite Radio and outline how these issues relate to the competitive environment in which XM Satellite Radio must develop its marketing strategy. Discuss, Justifying your recommendations, how XM Satellite Radio can resolve the strategic challenges it faces in order to successfully launch its innovative service and why?

WEEK 5

**CASE STUDY: SUNDAY COMMUNICATIONS LTD.**

SUNDAY Communications was one of six mobile phone service providers facing fierce competition in a small market of 6.7 million population in Hong Kong. The company had pursued an aggressive marketing and branding strategy since its establishment in 1994. However, after six years, it was still struggling to make a profit. With the imminent granting of 3G licenses in early 2001, the company is hard pressed to formulate a viable strategy that will enable it to capitalize on its brand image and reposition itself in the mobile phone industry.

Evaluate the effectiveness of SUNDAY’s strategy in a competitive marketplace, where pricing, service quality, and brand loyalty are significant tools for competitiveness. Suggest how SUNDAY can best implement a strategy that takes account of the new developments in the market.
**WEEK 6**

**CASE STUDY: SAMSUNG CHINA: THE INTRODUCTION OF COLOUR TV**

Chung Yong, president of Samsung China Headquarters (SCH), was considering a recent meeting with the SCH marketing director responsible for developing a marketing strategy for the entire China market. The topic at the meeting was the marketing strategy for colour TV, which had been chosen as the flagship product for the China market. Samsung had to decide whether it should focus on the low- or high-end market segment (or both), and whether to import or produce locally.

Analyse the influence of internal and external factors relevant to the successful introduction of colour televisions into China considered by Samsung. Specifically, discuss the relevance of political and government factors that could influence the marketing strategy in this emerging market. Recommend a desired positioning that Samsung should pursue. Justifying your recommendations and discuss the key success factors required for entry into the China market.

**WEEK 7**

**CASE STUDY: HONGKONG LAND HOLDINGS LTD.: STRATEGIC REPOSITIONING**

Hongkong Land Holdings Ltd. (HKL), the property arm of the Jardine Matheson Group, is a leading property investment, management, and development company with a major portfolio in Hong Kong and other property and infrastructure interests in Asia. In early 2000, HKL was faced with significant changes in its business environment in the Central District in Hong Kong, where it was the leading landlord of Grade A retail and office real estate. It had commissioned a report from consultants to inform the company on developments in the Grade A retail and office markets and the influence it might have on the company's operations. One of the major issues was how to reposition the company's aging properties to achieve optimal returns in a competitive market.

Analyse the threats and opportunities facing Hongkong Land Holdings Ltd in their real-estate market. Outline the main marketing initiatives and the strategic options faced by Hongkong Land Holdings Ltd. Provide a set of recommendations and a suitable marketing strategy that will allow Hongkong Land Holdings Ltd to remain competitive and grow its business in the future.
WEEK 8

CASE STUDY: FASTLANE TECHNOLOGIES, INC.
FastLane Technologies was a young entrepreneurial software company that had developed a powerful language that could help organizations manage, administer, and control large enterprise networks. In late 1996 they received an infusion of capital from Newbridge Networks and Celtic House, a venture capital firm. In May 1997, the new vice president of marketing at FastLane must make his first presentation to the board of directors about his proposed marketing strategy for FastLane. The company faced a number of important issues, including whether to focus on the language itself or application tools based on the language and the most effective strategy for rapidly moving its products into a dominant position in its segment of the emerging market for Windows NT services. Developing effective channels to reach the large organizations that were its target customers was a particularly challenging issue.

Analyse the marketing situation faced by FastLane Technologies, Inc. Based on your analysis propose a positioning strategy for the company and outline the costs and benefits of your suggested positioning. Create a set of strategic marketing options for the company and calibrate their likely effectiveness.

WEEK 9

CASE STUDY: DELL--NEW HORIZONS
Founded in 1984, Dell had achieved phenomenal growth and by 2000 had topped $25 billion in sales and over $2 billion in net income. In the 4th quarter of 2000, however, the PC industry's average 30-year growth rate crashed to a negative 10%. Dell Corp. had to make difficult decisions on how to sustain its profitability in light of its broad product portfolio—PCs, workstations, and servers on storage products for a broad cross-section of customers in the United States and worldwide. Should it stay the course or fundamentally change strategy?

Discuss the key historical factors behind the success of the Dell brand and the company's marketing strategy. Analyse how these factors were influenced by the changing market environment and outline the strategic opportunities faced by the company. Propose a new marketing strategy for the company that will ensure continued profitability and growth.
WEEK 10

CASE STUDY: REAL MADRID CLUB DE FUTBOL
In June 2004, Florentino Perez, a well-known Spanish businessman, was elected president of Real Madrid, one of the world's top soccer clubs. In his campaign, Perez had promised to turn around the club's finances, bring in world-class talent, and extend the club's brand around the world through multiple channels. As re-election looms four years later, his management team reflects on initiatives to date and challenges ahead as described in the case. Also describes the soccer industry and the trends transforming it.

Evaluate Real Madrid's brand management strategy and consider the risks and opportunities involved. Also, recommend a strategy for the future expansion of the brand worldwide.

WEEK 11

CASE STUDY: REALNETWORKS RHAPSODY
Examines RealNetwork's (Real's) strategy for the rapidly emerging online music market. In contrast to rivals who sell individual copies of songs, Real offers online music on a subscription basis. For a $10 monthly fee, subscribers to Real's Rhapsody service have unlimited rights to stream all songs from a 600,000-title library to any PC and can burn CD copies of these songs for 79 cents apiece. Real faces significant marketing challenges in persuading consumers to "rent" rather than own their music. The company must decide which channel partners--broadband access providers, consumer electronics retailers, PC manufacturers, or portals--are best equipped to help sell its services. Finally, Real must determine how to differentiate its services from those soon to be offered by a glut of new competitors poised to enter the online music market, including Wal-Mart, Viacom, Sony, Dell, and Microsoft.

Analyse the strategic issues faced by RealNetworks Rhapsody such as rapidly changing market environment, different sources of competition and introducing new products and business models in a competitive market place. Discuss different strategic approaches and the marketing options open to RealNetworks Rhapsody. Provide a set of strategic recommendations for the company to take it successfully into the future.
Appendix: Major Project (marketing plan) instruction and format

Task:
As a marketing consultant, develop an appropriate and realistic marketing plan for the company and product chosen.

Assignment Type: Group assignment OR individual assignment

Students are encouraged to work as a group. However, special permission may be given to the students who seek to submit an individual paper. Student who would like to submit an individual paper needs to ask for the permission at least two weeks before the assignment is due via email and with good reasons.

Page Limit:

Group assignment: 20-25 pages (excluding title page and technical appendix, but including executive summary and references). Maximum 3 students are to be involved in the group assignment. The marking standard for group assignments will be higher.

OR

Individual assignment: 15-20 pages (excluding title page and technical appendix, but including executive summary and references).

Due Date: 5pm, Monday, 30 October 2006. Assignments are to be submitted on or before the due date by lodging in the marked essay box located on the 3rd floor, John Goodsell building. Electronic submission will not be accepted.

Assignment Value: 30%

Additional requirements for presentation style:
- Font: Headings · Font 14 or 16; main text · Font 12. Times New Roman is preferable.
- Margin: 2.5 cm
- Space: Double spaced throughout the paper except executive summary
- No plastic folder: Just staple or bind the papers/report
- Presentation style for Executive Summary: Font 12, 1.5 spaced, no more than one page. A separate page for executive summary.
- All the reports must be typed.

You must reference all the sources used (to form your ideas, arguments and analysis) throughout the report and make a reference list at the end of the report.
Report Format

1. Title page
2. Table of contents
3. List of tables and figures (if applicable)
4. Executive summary

You should only briefly summarise the key conclusions of your analysis, marketing objective(s) to be achieved and recommendation(s) proposed.

5. Marketing plan objective(s)

A line or two to identify the marketing plan objective(s) you would like to achieve, and you should use it as a guide to conduct various analyses, and to form alternatives and recommendations in the later sections. One objective is appropriate and easier to handle. You should not identify more than two objectives in your report.

6. General environmental analysis

You should briefly analyse the general environment from various perspectives including, economic, technology, legal and political, and social perspectives. The analysis needs to be relevant to the marketing plan objectives identified for the company and product chosen. The argument/analysis needs to be supported by the valid evidence. For instance, when you identify a social trend, you can use current newspaper and/or research paper to support the point(s).

You must reference all non-original work.

7. Competitor analysis

Under this section, you need to identify the main competitors of the chosen organisation and product, and explain/justify why they are the main competitors of the chosen organisation and product.

You must reference all non-original work.

8. SWOT analysis

Under this section, you need to conduct a more specific analysis for both internal (strengths and weaknesses) and external (opportunities and threats) environment in relation to the marketing objective(s) identified.

You must reference all non-original work.
9. **Generation and evaluation of alternative solutions**

While you can have a very large number of possible alternatives to achieve the objective(s) identified, it is your task to identify and evaluate a number of the more appropriate ones. Based on your analysis, you should identify no more than three alternatives (or recommended strategies).

Each alternative solution should be briefly outlined and *then evaluated in terms of its advantages and disadvantages* (strong and weak points). Use valid supporting evidence to develop and evaluate each alternative (strategy). It is not necessary to make a statement in this section as to which alternative is considered best – this is stated in the next section. Do not recommend theory or ideas in this section. Practical and specific alternative (strategy) is required.

You must reference all non-original work, which has helped you to develop and evaluate alternatives, even just using others' ideas.

10. **Recommendation(s) + Implementation**

10.1. **Recommendation(s)**

This section should state which of the alternative solutions (either singly or in combination) identified in section 9 are recommended for implementation. You should briefly justify your recommended strategy based on your previous analysis, explaining how it will help you to achieve the objective identified.

10.2. **Implementation**

In this section you should specifically explain how you would implement the recommended solutions. *What* should be done, by *whom*, *when*, in *what sequence*, what will it *cost* (rough estimates) and other such issues.

*Remember*, if a recommended solution cannot be realistically implemented, then it is not solution at all.

11. **References**

At least 10 references from 10 different sources (i.e. Newspaper, business magazines, textbooks, or academic journals) should be listed/used for your final project. The non-academic journal articles used should be recent (published after 2003) since you are recommending a strategy for the current situation, unless you are doing historical or business trend analysis. The above (published after 2003) rule is not applicable to the academic journal articles.

12. **Appendices (if any)**
Marking Criteria

Contents/Analysis (total: 80%)

- Identify the critical marketing plan objective(s) to be achieved. Analyse the general environment based on valid and updated resources. Identify and analyse the key competitors based on valid and updated resources. (20%)

- Conducted an appropriate SWOT analysis based on valid and updated resources. (20%)

- Develop and evaluate the alternatives objectively, consistent with the marketing plan objective(s) identified and the analysis conducted above. (20%)

- Form recommendations and implementation plan consistent with analysis and supported by convincing and clear arguments. Also carefully evaluate the recommendations based on logical analysis. (20%)

Others (total: 20%)

- Meet the assignment submission guidelines (i.e. No. of references, presentation format, structure, following the instruction, word length requirement, reader friendly...etc), writing (i.e. write clearly & accurately, expression, spelling, diction, grammar, punctuation...etc), and consistent referencing style.

The analysis, alternatives and recommendations made MUST be supported by the course text used, relevant news articles and/or academic articles. The emphasis is not on bulk writing but clearly expressed and supported arguments, as well as creative ideas. Bullet points, diagrams and graphs are encouraged. Make sure the plan is a coherent document from start to finish. The completed plan should be something you are proud to share with current/prospective employers and should therefore be an excellent example of business writing and presentation.