

THE UNIVERSITY OF
NEW SOUTH WALES



Australian School of Business
School of Marketing

MARK5801

Marketing Management

COURSE OUTLINE
SEMESTER 2, 2009

TABLE OF CONTENTS

<u>1.</u>	<u>STAFF CONTACT DETAILS</u>	<u>1</u>
<u>2.</u>	<u>COURSE DETAILS</u>	<u>1</u>
2.1	Teaching Times and Locations	1
2.2	Units of Credit	1
2.3	Summary of Course	1
2.4	Course Aims and Relationship to Other Courses	1
2.5	Student Learning Outcomes	1
2.6	Graduate Attributes	2
<u>3.</u>	<u>LEARNING AND TEACHING ACTIVITIES</u>	<u>2</u>
3.1	Approach to Learning and Teaching in the Course	2
3.2	Learning Activities and Teaching Strategies	2
<u>4.</u>	<u>ASSESSMENT</u>	<u>3</u>
4.1	Formal Requirements	3
4.2	Assessment Details	3
	4.2.1 Individual Assessment	4
	4.2.2 Group Assessment	5
4.3	Assignment Submission Procedure	6
4.4	Late Submission	7
4.5	Research Participation	7
<u>5.</u>	<u>ACADEMIC HONESTY AND PLAGIARISM</u>	<u>7</u>
<u>6.</u>	<u>COURSE RESOURCES</u>	<u>8</u>
6.1	Prescribed Text	8
6.2	Recommended Readings	8
6.3	Suggested Additional Readings	8
6.4	UNSW Vista E-Learning	8
<u>7.</u>	<u>COURSE EVALUATION AND DEVELOPMENT</u>	<u>8</u>
<u>8.</u>	<u>STUDENT RESPONSIBILITIES AND CONDUCT</u>	<u>9</u>
8.1	Workload	9
8.2	Attendance	9
8.3	Special Consideration and Supplementary Examinations	9
8.4	General Conduct and Behaviour	9
8.5	Occupational Health and Safety	9
8.6	Keeping Informed	9
<u>9.</u>	<u>ADDITIONAL STUDENT RESOURCES AND SUPPORT</u>	<u>10</u>
<u>10.</u>	<u>COURSE SCHEDULE</u>	<u>11</u>
<u>11.</u>	<u>MARKING GUIDELINES</u>	<u>12</u>

1. STAFF CONTACT DETAILS

Lecturer	Consultations
Heather Crawford	By appointment. Telephone, email or face-to-face Room 3050, QUAD Bldg h.crawford@unsw.edu.au

Tutor

Ehsan Ahmed	Wednesday 4.00 to 5.00 Room 3046, QUAD Bldg Phone: 9385 3814 Email: e.ahmed@unsw.edu.au
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Please feel free to email with any queries and we will respond. If you do not receive a response within 24 hours, assume that the message has not been received and try again.

2. COURSE DETAILS

2.1 Teaching Times and Locations

The lecture for this course takes place on Monday, in Central Lecture Block (CLB) 1. In the first week of the course, the lecture will run for 3 hours i.e. 6pm – 9pm. For the remaining weeks, the lecture will be 6pm – 7.30pm with tutorials running before and after the lecture. See the schedule on page 11 for dates.

2.2 Units of Credit

The course MARK 5801 is worth 6 UOC.

2.3 Summary of Course

Marketing Management (MARK5801) is a disciplinary core subject offered under the Master of Commerce program. It builds on the basic 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 Course Aims and Relationship to Other Courses

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.

2.5 Student Learning Outcomes

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

1. Understand the importance of marketing in relation to strategic planning processes.
2. Understand the key concepts, issues, parameters and concerns when undertaking marketing planning.
3. Develop skills in planning and evaluating marketing strategies.
4. Develop skills in integrating marketing strategies with broader business strategies.
5. Develop skills with respect to team-work and presentations.
6. Develop the ability to critically review marketing concepts in a broader social context.

2.6 Graduate Attributes

This course contributes to your development of the following Australian School of Business Graduate Attributes, which are the qualities, skills and understandings we want you to have by the completion of your degree.

Course Learning Outcomes	ASB Graduate Attributes
1 - 6	1. Critical thinking and problem solving
3,4,5,6	2. Communication
5,6	3. Teamwork and leadership
6	4. Social, ethical and global perspectives
1 - 6	5. In-depth engagement with relevant disciplinary knowledge
5	6. Professional skills

3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

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 proactively participating in the discussions and the seminars. The textbook readings are supplemented by case study readings. These case studies provide the opportunity for you to apply concepts discussed in the lectures.

3.2 Learning Activities and Teaching Strategies

The subject is designed around a mix of activities to build participant interest and learning. The three hour class period each week is divided into:

- A formal lecture which will introduce the relevant concepts and theory of Marketing Management as well as addressing ethical implications and social responsibility involved in applying marketing management concepts in the marketplace (A11).
- This will be interspersed with tutorials based around student presentations exploring specific marketing issues in a case study format. The presentation will be followed by discussion where the presenters will be expected to lead a thorough class discussion of the issues.

Discussion during class is encouraged because it leads to deeper understanding of concepts and issues in marketing management. These discussions are important because they reinforce the course concepts introduced during the lectures and emphasize deep, rather than surface, understanding (A2). For each class discussion, you will need to prepare by reading the case study assigned for that week (A4).

The success of the subject is largely dependent on the involvement and contribution of students with respect to the questions and issues raised by themes covered in this subject.

4. ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- make a satisfactory attempt at all assessment tasks; and
- achieve a composite mark of at least 50; and
- achieve at least 50% from the individual components of assessment.

If you do not pass the individual component, then you will receive a UF grade.

4.2 Assessment Details

Performance will be assessed at both group and individual level over the duration of the semester as follows:

Assessment Task	Weighting	Learning Outcomes assessed	ASB Graduate Attributes assessed *	Length	Due Date
Case Analysis Paper	20%	1 - 6	1,2,4,5,6	3000 words	See Schedule
Discussion leadership	10%	5	2,3,6	25-30 minutes	See Schedule
Group Project	30%	1 - 6	1 - 5	4000 words	19 October
Class Participation*	10%	1 - 6	1 - 5		Ongoing
Final examination	30%	1,2,3,6	1,2,5	formal, 3 hours	Exam period

*A section of the class participation worth 5% of the total marks in the course can be exchanged for participation in a faculty run research project.

4.2.1 Individual Assessment

Case Analysis Paper and Discussion [30 % *]

*Of which 10% will be awarded for presentation and the balance for the written paper.

Students will be assigned case studies from those listed below and the papers are to be undertaken on an individual basis. As there will be more than one student presenting each case, those assigned to that case must coordinate a coherent presentation/discussion.

Case analysis papers should include analysis of both theoretical and practical considerations for the company on the key issues facing their business. See the handout 'How to analyse a case study' for more details.

It is expected that all members of the course will have read the case study prior to coming to class and will be in a position to contribute to the discussion of it. Those assigned to prepare a paper and make a presentation on the case are expected to have read widely in the area. No marks will be awarded for a paper that merely summarises or recapitulates the main argument or issue put forward in the case. The emphasis in assessment will be on critical analysis and interpretation rather than description. This will enable students to demonstrate all of the objectives of the course.

Written case papers should not exceed 3000 words at not less than 11 point font with 1.5 line spacing format, exclusive of attachments. Papers must be fully referenced using **Journal of Marketing, Harvard Business Review** or **footnote** (not endnote) citation and referencing standards. Papers submitted without a reference list or bibliography conforming to either of these standards will not be graded.

The presenting group should prepare a presentation/discussion providing a rigorous coverage of the topic over a period of approximately 30 to 40 minutes. The ability to stimulate class involvement and convey useful knowledge to your classmates will constitute the majority of the presentation mark. You forfeit this mark if you are not in class to present your paper when scheduled. See the attached marking sheet for details.

Presenters should get together before the lecture to develop a consistent and high quality group presentation. The presenting group should submit a full copy of their presentation to the lecturer at the end of the presentation.

Class participation mark [10 %]

Participation marks above zero will be awarded based on individual contribution to discussions during the semester. This means making intelligent comments, asking relevant questions, and providing arguments related to the discussion topics. Merely being in the room is not sufficient.

Here are some rough guidelines to gauge class participation.

Question or comment of minor extension	minor participation points
Example or obvious application	minor participation points
Major extension of the discussion	major participation points

Optional Research Participation [5 %]

You have a choice of participating in a faculty run research project when such a project becomes available. Available research projects will be announced in class together with information on how to become involved in each project. If you decide

to participate you will receive 5% credit in the course (part of tutorial participation) as incentive for taking part in the research project. See Section 4.5 for more details.

Final Examination [30 %]

The final examination, held during the formal examination period, will focus on the material covered in lectures, Readings and tutorials. Details of the structure and content of the exam will be provided in class during semester.

The duration of the final examination is 3 hours.

Note: a student who obtains less than a Pass (50%) in the examination will receive a grade of Fail even if the total assessment mark in the subject is above 50% (ie it is necessary to pass the final examination).

4.2.2 Group Assessment

Marketing Plan [30 %]

For this project, participants are to work in groups. Each team is limited to five persons. The grade assigned to the group is the grade given to every individual in that group, unless it is made clear that the group believes the distribution of work was uneven. The *group project* requires the development of a managerially sound marketing plan in the context of a business plan outline.

The written report is limited to a maximum of 4000 words [including executive summary and excluding appendices; typed in 1.5 line spacing on one side only of single sheets of A4 using at least 11pt font with normal margins].

The first part of this paper is a two page outline of a business plan developed for a real company. You will be working with secondary data, so can select any company in which you are interested and for which you can find information. Choice of a listed company may make finding information easier. This section is brief and designed to illustrate how the marketing plan fits into the broader business plan.

The second part of the report is the expanded marketing plan and should include sound marketing strategy and related marketing mix tactics that show how you would implement your strategy. Please keep in mind that the focus will be on both developing a sound marketing strategy and related marketing mix tactics. When preparing your report, please take into account the following particulars:

- Assume that you are the Marketing Manager of an organisation and the head of your management committee has approached you for advice on marketing related matters the organisation faces in a REALISTIC situation (this may be a new product or service launch, a review of a product range, or any other marketing related issue). The two of you agree that the best approach to reporting back to the Management Committee is by preparing a formal Marketing Plan for the organisation that will be presented and critically discussed.
- You realise the necessity of developing an effective customer- and competitor-oriented marketing strategy. To ensure that your marketing plan is well constructed and resourced you decide to utilise the help of your marketing team members in researching and developing aspects of the plan. This will assist you in providing a comprehensive marketing plan that includes important aspects such as the marketing strategy and the essential product, pricing, distribution and communications arrangements.

- To formalise your findings you will develop a written report that states your proposed marketing strategy and relevant marketing mix tactics as well as how you derived them.

Your report must clearly demonstrate how marketing frameworks have been applied to the development of your marketing plan. The design of both marketing strategy and marketing mix should reflect your ability to critically analyse the issue at hand. It should be founded in theory, supported by sound analysis and based on a logical structure. A key-aspect for demonstrating a sound application of marketing frameworks is the integration of REAL marketing information; this requires undertaking, mainly, secondary marketing research.

While the report is assessed according to how well the group applied marketing frameworks to the specified situation, the clarity and readability is considered in marking the projects as is grammar, spelling and presentation format. The subject Vista site will include a *Marketing Plan Guide*, which assists in approaching the project and writing the report.

The assessment of the project will be based on both the integration and analysis of relevant information and an application of appropriate marketing frameworks and theory. See Marking Guide for more details.

Groups are required to submit a **one-page project proposal** to the instructor as soon as possible and a **draft report** in Session 7, the instructor in charge will provide feedback by Session 8. The **final group project report** will be due in Session 13.

If you have any questions regarding this report, please contact your tutor and clarify any issues.

Important note: Professional work in the discipline of marketing is highly dependent on making an effective contribution in teams. You are expected to effectively manage the group workload within your team. If there is a problem with one or more students not making a broadly equal contribution, an adjustment of individual marks from the group mean, based on peer evaluation of your individual performance and contribution to group work, may be undertaken. In the event of such an unfortunate event occurring, two group members should approach their tutor so this can be recorded and peer evaluation assessment sheets will be issued to that group. These sheets will be used to evaluate the overall contribution to group work of each of that team's members.

4.3 Assignment Submission Procedure

Unless otherwise stipulated, reports are to be handed into the Tutor at the beginning of the Tutorial in the Week the assessment is due, together with the appropriate School of Marketing Assignment cover sheets.

All papers must be submitted in both paper and electronic format and may be subject to plagiarism detection software.

All papers submitted must be proof read before being handed in. As word processing packages (eg those available in Faculty computer laboratories) now have spell check and grammar check programs, marks will be deducted for mistakes in spelling and grammar.

Australian spelling is expected, rather than U.S. English.

Where possible, assignments will be handed back in class. However, with the project due in the last week, students should supply a stamped self-addressed envelope if they wish the graded papers returned to them or arrange to pick them up from the Lecturer.

It is your responsibility to keep a copy of all work submitted for assessment and to keep returned marked assignments.

4.4 Late Submission

Each piece of course assessment is due on the date indicated in the respective course outline. 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.

4.5 Research Participation

The faculty at the UNSW School of Marketing, in addition to their teaching interests, are actively engaged in pursuing original research interests that push the boundaries of the Marketing discipline. Such research has implications for improved understanding of consumers, management practices, corporate organisation, and social policy directives. The established findings of academic research are the core basis of teaching and knowledge dissemination at the University. Being part of the university culture students are encouraged to explore the research environment at UNSW and experience the process of knowledge generation by participating in faculty administered research projects.

These projects will likely closely relate to the topics studied in the course and represent the cutting edge of research in the topic area. Participation in the faculty administered research projects is encouraged, but is not compulsory. Students who choose to participate in a faculty run research project are entitled to 5% credit in the course. To receive the 5% credit students must return a research participation receipt, signed by both the student and the research invigilator, to the Lecturer-in-charge of their subject. The receipt acts as a record of a student's participation in the research project.

Students should not participate in more than one research project in any one semester. Students who choose not to participate in a research project earn the 5% credit by engaging in a piece of assessment, the standard requirement in the course.

5. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html> as well as the guidelines in the online ELISE tutorial for all new UNSW students: <http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm>.

To see if you understand plagiarism, do this short quiz:
<http://www.lc.unsw.edu.au/plagiarism/plagquiz.html>

For information on how to acknowledge your sources and reference correctly, see:
<http://www.lc.unsw.edu.au/onlib/ref.html>

For the ASB Harvard Referencing Guide, see:
http://www.docs.fce.unsw.edu.au/fce/EDU/harvard_ref_guide.pdf

6. COURSE RESOURCES

6.1 Prescribed Text

Hooley, G., N. F. Piercy, & B. Nicoulaud. 2008. *Marketing strategy and competitive positioning*. 4th ed. Harlow, Essex: Financial Times Press.

Companion website: <http://www.pearsoned.co.uk/hooley>

6.2 Recommended Readings

A list of recommended readings will be available via Vista E-Learning and where possible via MyCourse Reserve. This will be updated during semester.

6.3 Suggested Additional Readings

Aaker, M. (2008). *Strategic Market Management*. (8th ed.), Wiley (or an earlier edition)

Cravens, D. W., & Piercy, N. F. (2009). *Strategic marketing* (9th ed.). New York, NY: McGraw-Hill/Irwin.

Donnelly, J. H., & Peter, J. P. (2009). *Marketing Management: Knowledge and skills* (9th ed.). New York, NY: McGraw-Hill/Irwin.

Iacobucci, D. (2009). *Marketing Management* (1st ed.). Southwestern Cengage

Kotler, P., Keller, K. L., & Burton, S. (2009). *Marketing management* (1st adaptation ed.). Frenchs Forest, N.S.W.: Pearson Prentice Hall.

McDonald, M. (1995). *Marketing Plans, How to Prepare Them, How to Use Them*. 3rd Ed, Butterworth-Heinemann, Oxford.

McDonald, Malcolm and Payne, Adrian (2006). *Marketing Plans for Service Businesses – A Complete Guide*, Elsevier Butterworth Heinemann (if you have more of an interest in service organisations).

Walker, O. C., Gountas, J. I., Mavondo, F. T., & Mullins, J. W. (2009). *Marketing strategy: A decision-focused approach*. North Ryde, N.S.W.: McGraw-Hill.

6.4 UNSW Vista E-Learning

- Lecture notes, handouts and course materials are available via VISTA.
- Online discussion is encouraged especially if it is regarding general course information relevant to all students.

7. COURSE EVALUATION AND DEVELOPMENT

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.

Your feedback is valuable and has a real impact on the course improvement. The inclusion of active peer learning, audio and video clips, and class exercises in large group settings is a direct result of the feedback provided by students in the past years. One of the key improvements this year following the feedback from students is the inclusion of an objective class-participation assessment process.

8. STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in the 'A-Z Student Guide': <https://my.unsw.edu.au/student/atoz/ABC.html>. See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Special Consideration', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

8.1 Workload

It is expected that you will spend at least **ten hours** per week studying this 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.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

8.2 Attendance

Your regular and punctual attendance at lectures and seminars 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.

8.3 Special Consideration and Supplementary Examinations

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress. For advice on UNSW policies and procedures for granting special consideration and supplementary exams, see:

UNSW Policy and Process for Special Consideration':
<https://my.unsw.edu.au/student/atoz/SpecialConsideration.html>

8.4 General Conduct and Behaviour

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, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

8.5 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <https://my.unsw.edu.au/student/atoz/OccupationalHealth.html>.

8.6 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

9. ADDITIONAL STUDENT RESOURCES AND SUPPORT

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

ASB Education Development Unit (EDU): www.business.unsw.edu.au/edu

Capturing the Student Voice: An ASB website enabling students to comment on any aspect of their learning experience in the ASB. To find out more, go to <http://tinyurl.com/ASBStudentVoice>.

UNSW Learning Centre: www.lc.unsw.edu.au

Library training and search support services: <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: 9385 1333.

Website: www.its.unsw.edu.au/support/support_home.html

UNSW Counselling Service: <http://www.counselling.unsw.edu.au>

Student Equity & Disabilities Unit: <http://www.studentequity.unsw.edu.au>

10. COURSE SCHEDULE

Lectures and interactive discussions will follow the plan described below. It is expected that participants will have absorbed the required readings prior to the session each week to facilitate group interaction and to maximise personal learning.

Week	Lecture	Tutorial
1 20 July	The role of marketing: driving profitable organisational growth Ch 1	None
2 27 July	Strategic marketing planning - Understanding the organisational resource base Ch 2,6,7	Strategy/ tactics paper due How to analyse cases
3 3 Aug	The changing market environment & Competitor analysis Ch 3,5	Case study 1 - <i>Coca-Cola in China</i>
4 10 Aug	Understanding customer experiences Ch 4	Case study 2 - <i>Proctor & Gamble</i>
5 17 Aug	Segmentation, targeting and positioning principles Ch 8,9,10	Case study 3 - <i>Asianet, Zee TV...</i>
6 24 Aug	Sources of competitive advantage Ch 11, 13, 14,	Case study 4 - <i>Pret a Manger</i>
7 31 Aug	Managing products and customer solutions: offering value Ch 13	Case study 5 - <i>Rolls-Royce</i> Draft project due
Mid Semester Break		
8 14 Sept	Managing pricing: capturing value Ch 12	Case study 6 – <i>Cowgirl Chocolates</i>
9 21 Sept	Managing distribution channels and alliances: delivering value Ch 12, 16	Case study 7 – <i>Snacks to Go</i>
10 28 Sept	Managing communications: communicating value Ch 12	Case study 8 – <i>Red Bull</i>
11 5 Oct	Public Holiday – No Classes	
12 12 Oct	Managing marketing implementation – CSR and ethics Ch 17, 18	Work on project – consultation
13 19 Oct	No Lecture	Major project due

¹ The textbook chapter readings are an indication only of content relevant to that lecture as the structure of the textbook does not directly follow the course outline. You must read **all the chapters** in the textbook.

11. MARKING GUIDELINES

Marking Sheet – Case Analysis Papers / Major Project

Name: _____

Topic _____

Grade: _____

	Excellent				Fail
Relevance of material to topic					
Appropriate use of theory					
Quality, accuracy and depth of critical analysis					
Breadth of ideas from literature, research and/or experience					
Application of ideas & discussion of issues					
Comprehensive and cogent recommendations					
Coherence of argument					
Prose style: sentence structure, grammar, spelling etc.					
Structure & presentation, paragraphing, layout etc					
Referencing – reference list and citing of sources in body of essay					

Appropriate Length Yes / No

Submitted on date set

Yes / No

Comments:

Marking Sheet for Case Analysis Discussions

Names: _____

Topic: _____ Presentation Mark: _____

Your marks are based on how well you presented your analysis of the topic and the quality of your recommendations and justification.

	Excellent				Fail
Relevance of material to topic					
Appropriate use of theory					
Coherence of argument, logical & easy to follow					
Quality, accuracy and depth of analysis & interpretation					
Breadth of ideas from literature, cases and/or experience					
Application of ideas & discussion of topic					
Comprehensive answer to question					
Class discussion - initiation, leadership, involvement					
Usefulness to classmates					

Appropriate Length Yes / No

Presented on date set

Yes / No

Comments: