



## UNSW Course Outline

# AGSM6251 Marketing Management (WEB Weekly) - 2024

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## General Course Information

Course Code : AGSM6251

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : AGSM MBA Programs

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : Online - Asynchronous

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

**NOTE:** *This course was previously identified as MNGT6251.*

At the core of every successful business model are the organisation's value propositions.

Leaders of contemporary organisations must understand how the organisation creates and manages value propositions based on understanding the wants and needs of key stakeholders. This list of stakeholders includes existing and potential customers (a.k.a. clients or funding bodies), employees, suppliers, partners or collaborators, investors, government/regulators, and communities. Doing this successfully means that through appreciating the impacts of complex conditions in the external environment, contemporary leaders are better able to create, communicate, deliver, and sustain value for their stakeholders, and capture value for the organisation. This requires an understanding of the core processes and practices of marketing management.

## **Relationship to Other Courses**

This course strongly aligns to the study of Strategy (AGSM6143) and builds on many concepts and frameworks studied in that course.

## Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)	• PLO1 : Business Knowledge
CLO2 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting	• PLO5 : Responsible Business Practice
CLO3 : Outline the elements and characteristics of effective value propositions	• PLO1 : Business Knowledge
CLO4 : Analyse information on practical (applied) marketing environments and derive marketing management insights	• PLO2 : Problem Solving
CLO5 : Critique the marketing decisions and practices of leaders in an applied (and/or simulated) marketing setting	• PLO2 : Problem Solving • PLO3 : Business Communication
CLO6 : Create and evaluate the performance of an effective marketing strategy (and plan)	• PLO2 : Problem Solving • PLO4 : Teamwork

Course Learning Outcomes	Assessment Item
CLO1 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)	<ul style="list-style-type: none"> <li>• Quiz</li> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>
CLO2 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting	<ul style="list-style-type: none"> <li>• Quiz</li> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>
CLO3 : Outline the elements and characteristics of effective value propositions	<ul style="list-style-type: none"> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>
CLO4 : Analyse information on practical (applied) marketing environments and derive marketing management insights	<ul style="list-style-type: none"> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>
CLO5 : Critique the marketing decisions and practices of leaders in an applied (and/or simulated) marketing setting	<ul style="list-style-type: none"> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>
CLO6 : Create and evaluate the performance of an effective marketing strategy (and plan)	<ul style="list-style-type: none"> <li>• Case Analyses</li> <li>• Participation</li> <li>• Critique of applied marketing strategies (simulation)</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System | Zoom

## Learning and Teaching in this course

The course and its teaching is focused on building increased comprehension and an ability to:

1. Conceptualise - demonstrate an understanding of a range of proven contemporary marketing best practices designed to deliver effective and efficient value exchanges and captured or expressed in marketing models, concepts and frameworks.
2. Apply - demonstrate an ability to compare and contrast the detail of the best-practice models, concepts and frameworks to a range of settings reflective of marketing challenges in modern commercial, not-for-profit and government organisations.
3. Use reasoned argument - demonstrate a capacity to derive evidence-based insights from analyses, and to use these to inform and support marketing decision-making.

## Learning activities and teaching strategies

This approach to learning and teaching will be enabled by a combination of course materials presenting a core range of contemporary marketing best practices, supported by a range of academic and industry practitioner interviews, discussions of relevant media reporting and stories, selected marketing case studies, and the use of simulations to replicate real-world marketing decision-making.

## Additional Course Information

The course aims to:

1. develop an appreciation of marketing management and its contribution to the successful leadership and management of all contemporary organisations and industries
2. develop understanding about key marketing management concepts and frameworks, and apply these to the challenge of managing the co-creation of value
3. develop understanding of the ethical, sustainability and governance (ESG) implications of marketing decision-making in a contemporary organisation and the elements of responsible marketing practice necessary to address these
4. develop skills to analyse and synthesise information and derive practical insights related to marketing management and marketing decision-making
5. enhance business communication skills required to work effectively with a team to develop solutions to marketing challenges.

*Marketing Management* looks at an organisation through the eyes of six critical markets (customer, employee, investor and other key collaborators, influencer, supplier and internal markets). The course will help you to understand what the range of existing and potential critical stakeholders want or need, and to identify how and why they make well-informed choices about co-creating value with them. This creates the key framework for understanding existing and potential commercial and strategic return (or value) and how it can be maximised.

## Structure

### Part 1: Marketing Strategy

*Unit 1: Introduction to Marketing Management* Understanding the focus and disciplines of contemporary marketing management and the contribution it makes to managing the organisation and its business model, achieving the organisation's mission and contributing to the overall corporate goals of the organisation. Understanding also the need for responsible

marketing management in a contemporary ethical, sustainable and effectively governed organisation.

*Unit 2: Marketing strategies and plans* Understanding the essential components of value creation and delivery via the analysis of the critical marketing environments (5Cs) to underpin the chosen elements of the effective, differentiated value propositions for customers, collaborators and the company and how these are created, communicated, delivered, sustained and captured through use of marketing tactics like products, services, brands, pricing, incentives, communication, and distribution.

*Unit 3: Customers* Understanding the drivers and manifestations of consumer (B2C), business/organisational buyers (B2B and B2G) and how they arrive at decisions about what, when, and how to engage (or not to engage) with an organisation's value propositions. Understanding the forces that shape customer relationships including what delivers satisfaction and contributes to advocacy/loyalty.

*Unit 4: Generating marketing insights* Marketing decisions are informed by insights derived from analyses of internal and external data. Through analyses of marketing intelligence, marketing research, and data found in company systems, marketers can make predictions of what marketing tactics, value propositions and responses are appropriate. These analyses and actions are increasingly driven and enabled by marketing technologies (martech) including increasingly widespread uses of artificial intelligence (AI) and machine learning (ML).

*Unit 5: Segmentation, targeting and positioning* The market is not a single, cohesive or unified 'customer' but an aggregation of often disparate individual wants, needs and behaviours in seeking to satisfy those wants and needs. Marketing requires an analysis of the total market and recognition of discrete and viable segments, and choices about which segments to target based on attractiveness and ability to compete. Targeted segments must then become the focus of relevant value propositions via a process of positioning.

## **Part 2: Marketing Tactics**

*Unit 6: Brands* is essentially the process of creating, communicating, delivering and sustaining value for targeted customers (stakeholders) and capturing value for the firm. Brands are unique differentiating elements that identify, distinguish and enable competitive positioning of the value propositions and the capacity to capture value for the firm.

*Unit 7: Products* At the heart of the value proposition are the tangible goods and/or service

elements that the organisation offers to customers/stakeholders for their use, consumption and disposal. It is the products that comprise key components in creating differentiated value for which the organisation asks an exchange of time/money/effort (captured in the prices to be charged).

*Unit 8: Price* The most direct and demonstrable impacts on the organisation's revenues and profitability (key elements of organisational value) are the decisions made about Price. It also has a direct impact on the customers' appreciation of value - it is what they have to 'pay' to gain the benefits. Therefore, an appreciation of the strategic and tactical use of price to help to drive short and longer term positioning in the market is essential.

*Unit 9 Place* These strategies provide the connection between the acts and processes of co-creation of value and the opportunity of exchange and its completion. Place is about how the organisation optimises the opportunities for exchange with the optimum numbers of target segments (coverage) and controls the fulfilment processes so that the exchange can happen - where and when it suits the customers and in ways that are profitable for the firm.

*Unit 10 Promotion* Having created compelling value propositions that lie at the heart of the organisation's business model, marketers must then communicate these to the targeted segments in ways that prompt exchanges to occur. In often saturated communication channels, it is vital that an effective message in appropriate media creates the opportunities for the exchanges to occur and for value to happen.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Quiz Assessment Format: Individual	10%	Due Date: Tuesday of Week 3 by 3pm Sydney time	• PL01 : Business Knowledge
Case Analyses Assessment Format: Individual Short Extension: Yes (7 days)	50%	Due Date: Monday of Week 6 by 3pm Sydney time and Monday of Week 10 by 3pm Sydney time	• PL01 : Business Knowledge • PL02 : Problem Solving • PL03 : Business Communication • PL05 : Responsible Business Practice
Participation Assessment Format: Individual	10%	Due Date: Throughout the term	• PL01 : Business Knowledge • PL02 : Problem Solving • PL03 : Business Communication • PL05 : Responsible Business Practice
Critique of applied marketing strategies (simulation) Assessment Format: Group	30%	Due Date: Monday of Week 12 by 3pm Sydney time	• PL01 : Business Knowledge • PL02 : Problem Solving • PL03 : Business Communication • PL04 : Teamwork • PL05 : Responsible Business Practice

## Assessment Details

### Quiz

#### Assessment Overview

MCQs designed to test knowledge and understanding of concepts and theories covered through the early Units of the course.

#### Course Learning Outcomes

- CL01 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)
- CL02 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting



### Assessment Length

10 questions

## **Case Analyses**

### Assessment Overview

Two separate case analysis reports, 25% each. For each case study submission, students will analyse the case by comparing and contrasting details of relevant course models, concepts and frameworks to facts and evidence found in the case study. They will derive relevant insights and/or make recommendations about marketing practice based on the case.

### Course Learning Outcomes

- CL01 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)
- CL02 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting
- CL03 : Outline the elements and characteristics of effective value propositions
- CL04 : Analyse information on practical (applied) marketing environments and derive marketing management insights
- CL05 : Critique the marketing decisions and practices of leaders in an applied (and/or simulated) marketing setting
- CL06 : Create and evaluate the performance of an effective marketing strategy (and plan)

### Assessment Length

1,200 words per case (25% weighting per case analysis)

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **Participation**

### Assessment Overview

Participation and engagement with fellow students on relevant discussion topics throughout the term.

### Course Learning Outcomes

- CL01 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)
- CL02 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting
- CL03 : Outline the elements and characteristics of effective value propositions

- CLO4 : Analyse information on practical (applied) marketing environments and derive marketing management insights
- CLO5 : Critique the marketing decisions and practices of leaders in an applied (and/or simulated) marketing setting
- CLO6 : Create and evaluate the performance of an effective marketing strategy (and plan)

## **Critique of applied marketing strategies (simulation)**

### **Assessment Overview**

A team task using an online simulation to analyse the existing marketing environments and strategies of an organisation, develop, implement and critique a range of marketing strategies and tactics in order to understand the use of marketing best practices in an applied setting.

### **Course Learning Outcomes**

- CLO1 : Describe the contribution of marketing to contemporary organisations (whether commercial, government, not-for-profit or in other settings)
- CLO2 : Outline the implications of responsible management practices on managing marketing in a contemporary organisational setting
- CLO3 : Outline the elements and characteristics of effective value propositions
- CLO4 : Analyse information on practical (applied) marketing environments and derive marketing management insights
- CLO5 : Critique the marketing decisions and practices of leaders in an applied (and/or simulated) marketing setting
- CLO6 : Create and evaluate the performance of an effective marketing strategy (and plan)

### **Assessment Length**

A maximum of 4,000 words for the team

## **General Assessment Information**

A number of webinars are scheduled to (a) welcome students to the course and (b) discuss assessment expectations. These are scheduled sufficiently far ahead of the assessments to enable students to understand what is expected in the assessments and to ask questions. Dates and log-in details for these webinars will be published in Moodle and the webinars will be recorded for later access.

### **Grading Basis**

Standard

## Requirements to pass course

Students are expected to attempt all assessment requirements, and must achieve a composite mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Topic	Unit 1: Introduction to Marketing Management
	Assessment	Assessment 3: Participation
Week 2 : 3 June - 9 June	Topic	Unit 2: Marketing strategies and plans
	Assessment	Assessment 3: Participation
Week 3 : 10 June - 16 June	Topic	Unit 3: Customers
	Assessment	Assessment 1: Quiz due on Tuesday by 3pm Sydney time Assessment 3: Participation
Week 4 : 17 June - 23 June	Topic	Unit 4: Generating marketing insights
	Assessment	Assessment 3: Participation
Week 5 : 24 June - 30 June	Topic	Unit 5: Segmentation, targeting and positioning
	Assessment	Assessment 3: Participation
Week 6 : 1 July - 7 July	Topic	Unit 6: Marketing tactics - Brand
	Assessment	Assessment 2: Case analysis due on Monday by 3pm Sydney time Assessment 3: Participation
Week 7 : 8 July - 14 July	Topic	Unit 7: Marketing tactics - Products
	Assessment	Assessment 3: Participation
Week 8 : 15 July - 21 July	Topic	Unit 8: Marketing tactics - Price
	Assessment	Assessment 3: Participation
Week 9 : 22 July - 28 July	Topic	Unit 9: Marketing tactics - Place
	Assessment	Assessment 3: Participation
Week 10 : 29 July - 4 August	Topic	Unit 10: Marketing tactics - Promotion
	Assessment	Assessment 2: Case analysis due on Monday by 3pm Sydney time Assessment 3: Participation
Week 11 : 5 August - 11 August	Other	Work with your group on Assessment 4 (due on Monday next week)
Week 12 : 12 August - 18 August	Assessment	Assessment 4: Critique of applied marketing strategies (simulation) due on Monday by 3pm Sydney time

## Attendance Requirements

Students must engage in weekly online asynchronous discussion forums and other activities. There are some optional webinars or drop-in group video calls (recorded for those who cannot attend).

# Course Resources

## Prescribed Resources

You have three major resources to help you learn:

1. The course materials, comprising the weekly study units. You will do much of your learning outside the classroom by working through the course materials, and by completing the activities as they arise.
2. Your online or face-to-face classes with your Facilitator. The Facilitator's job is to guide your learning by conducting class discussion, answering questions that might arise after you have done the week's work, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the classroom.
3. Your fellow students. Your colleagues are an invaluable potential source of learning for you. Their work and life, and their willingness to question and argue with the course materials, the Facilitator and your views, represent a great learning opportunity. They bring much valuable insight to the learning experience. Recommended journals and sources for further investigation

## Recommended Resources

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 [\(UNSW Library\)](#):

- *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*
- [Marketing Magazine](#)
- [AANA](#) (Australian Association of National Advertisers) offers a range of video interviews by practising marketing leaders and managers of major Australian organisations
- the business pages of the daily press.

Other resources

### BusinessThink

BusinessThink is UNSW's free, online business publication. It is a platform for business research,

analysis and opinion. If you would like to subscribe to BusinessThink and receive the free monthly e-newsletter with the latest in research, opinion and business then go to the [BusinessThink website](#).

## Course Evaluation and Development

The most recent feedback relates to delivery of the course in Term 3 2023. While the majority of feedback was strongly positive, some suggestions were made about the two case analyses (Assessment 2). Also, requests were made for additional applied examples (short case studies) to help students relate the concepts to the world of management that they see and experience. These requests particularly relate to examples in non-commercial settings (not-for-profit and government in particular).

In response, the Facilitator in Charge has scheduled additional webinar briefings via Zoom (which will be recorded for students who are unable to attend) between the submission of the first case study (Week 6) and the second (Week 10) to help students better understand how to perform well in the case studies. The Facilitator in Charge has also sought a range of specific short illustrative applications examples that will be incorporated in weekly discussions to demonstrate the breadth and relevance of course concepts in non-commercial settings.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Craig Tapper					No	Yes

## Other Useful Information

### Academic Information

#### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct

- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

## STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control

interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special

Consideration" on the [key policies and support](#) page.

## **LATE SUBMISSION PENALTIES**

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## **FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE**

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## **Faculty-specific Information**

### **PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS**

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).



- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

## **COURSE EVALUATION AND DEVELOPMENT**

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

## **QUALITY ASSURANCE**

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

## **TEACHING TIMES AND LOCATIONS**

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.