



THE UNIVERSITY OF
WESTERN AUSTRALIA
Achieve International Excellence

Unit Outline*

MGMT8550

Marketing Principles

**D2-OFF (QT1) 2011
Manila**

Asst/Prof Kenneth Yap



Business School

www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School **Unit Outline Supplement** available on the Current Students web site <http://www.business.uwa.edu.au/students>

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UNIT DESCRIPTION

Introduction

Welcome to Marketing Principles.

Is marketing common sense or the most important ingredient of business success? Effective marketing is not about learning a series of facts, but comes from systematic critical thinking and reasoned application of underlying principles in a dynamic marketplace. This unit will provide the principles and analytical frameworks and challenge you to use these to make better marketing decisions.

The emphasis in this unit will be on the interpretation and meaning of these concepts at a strategic level, rather than in-depth training in specialised tactics and technicalities. As such, this unit establishes a foundation for subsequent in-depth marketing units and provides an understanding of the application and role of marketing within the broader business environment. Many of the concepts you will learn in this unit will be useful for other units, such as entrepreneurship and strategic management.

Whether you are applying for a job with a consumer goods firm, or in business-to-business marketing, or in a museum; whether you are seeking a better way to market your company's product, or seeking private or government funding; or a publisher for your latest novel or a way to convince people to give up dangerous habits such as smoking or offensive traditions like child labour; you will be more successful if you understand what marketing is, how it works, and the effect it can have upon people and society. You should finish this unit with a strong sense of how to market yourself, your skills, and your ideas, as well as products and services, and with a solid understanding of why thinking like a marketer and thinking about marketing with a social conscience is crucial to the survival of any organisation today.

Unit content

Marketing principles and marketing management both emphasise strategic issues around the need to become a customer-focused organisation. Customer behaviour, segmentation, managing customer satisfaction and the development of policies with respect to product, price, distribution, and advertising and promotion are examined. Marketing in both business-to-business and consumer markets is addressed. The focus is on developing customer-focused plans and strategies to create customer value in an increasingly competitive global environment. Students analyse marketing problems from a general manager's perspective and are exposed to marketing plans and implementation programmes. There is recognition within the unit that environmental changes, customer needs and shifts in competitor activities all impact on appropriate strategic choice.

Senior managers are challenged to lead their organisations to out-perform competitors, delight investors, attract and retain talented employees, innovate and create value for a growing range of 'stakeholders'. Customers in general, and loyal clients in particular, are especially valuable. In short, senior managers are expected to 'lead and succeed' in an increasingly competitive environment within the Australasian region, and (via growing free trade diffusion) to grow their businesses globally. To succeed, MBAs need to master the 'marketing mix' of managing products, place, promotion, pricing and of course customer service.

Among marketing mix elements, promotional strategy is often the most challenging, as acquiring loyal customers and clients is not easy. Thomas Lipton, the famous marketer of tea, was known to exclaim 'half of the money I spend on advertising is wasted, but I don't know which half'. From the perspective of senior managers, and of MBA students, this course addresses the questions of how and why some organisations perform in the market better than others and introduces students to theory, practice and case studies of successful business strategies and decisions which create successful managers and high-performance organisations.

The goal of the unit

Your goal for this unit is to develop an understanding of marketing at the strategic and tactical levels. Our goal is to stimulate this process. Specifically, the unit will focus on developing your knowledge and skills in the application of advanced frameworks, concepts, and methods for marketing decision-making in a dynamic marketplace. The unit introduces numerous business concepts that will be built on in other units.

The unit is designed to introduce MBA students to the key concepts & principles of marketing and provide important tools to use in their careers for the benefits of their organisations.

- Lead and manage marketing in the creation of competitive and differential advantages for the organisation;
- Strategically plan marketing activities for an organisation, contemplating its mission, goals, long term prospects and relationships with key customers;
- At the Board level, be able to assess marketing plans and opportunities and craft strategies to capitalise on market opportunities;
- Strategically lead a customer focused organisation to position itself and compete effectively under changing competitive and environmental forces;
- Apply marketing management concepts to private industry and public/non-profit institutions;
- Evaluate an external & internal environment from a marketing perspective;
- Teach managers to write and implement a marketing plan.

Learning outcomes

On completion of this unit, you should be able to:

- Understand the current marketing terminology, concepts, and theories.
- Formulate marketing strategies and tactics based on sound research and logical reasoning.
- Integrate marketing research to improve your decision-making.
- Apply marketing concepts to business problems.
- Apply your learning in your day-to-day management role.

In addition, you should be able to use this knowledge to develop a marketing plan based on sound research and logical reasoning.

Educational principles and graduate attributes

In this unit, you will be encouraged and facilitated to develop the ability and desire to:

- demonstrate knowledge of basic theories, concepts and principles of marketing
- demonstrate the application of the theories, concepts and principles in a group or organisational environment
- In developing the marketing plan students will audit the business environment taking into account ambiguities and uncertainties in business environments
- The marketing plan students will demonstrate originality of ideas and creative approaches to the chosen target market
- In class discussions students will identify, the information required for application of marketing principles
- In developing the marketing plan students will access, evaluate and synthesise diverse information required for a successful implementation of the plan
- In class discussions, the debate and the marketing plan students will demonstrate the ability to effectively communicate in a manner appropriate to their audience and their desired outcomes.

TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

The teaching and learning strategies revolve around case based studies in both standard and academic styles, as well as modern examples of strategy working (or not working). Internet based outside research may help on the topics of the case. Also lectures, group and team presentation skills are supplemented by outside readings. As always, analysis rather than description is preferred, and concluding appropriate strategy from your own group's analysis is helpful.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students' Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate. Previous student feedback has been used to improve the unit (e.g. less time spent on readings, more time spent on discussions); therefore, your feedback is important.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that 'to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials'. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.

CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

Unit coordinator/lecturer	
Name:	Asst/Prof Kenneth Yap
Email:	kenneth.yap@uwa.edu.au
Phone:	+61 86 488 5876
Consultation hours:	By email
Lecture times:	<p>Block I</p> <p>13 January 6.00pm – 9.00pm 14 January 6.00pm – 9.00pm 15 January 9.00am – 6.00pm</p> <p>Block II</p> <p>10 February 6.00pm – 9.00pm 11 February 6.00pm – 9.00pm 12 February 9.00am – 6.00pm</p>
Lecture venue:	Ground Floor, Makati Stock Exchange Building

Tutor	
Name:	Jonathan Te
Email:	jonathante@gmail.com
Phone:	+63 922 888 0814
Consultation hours:	By email, and before or after class.
Tutorial times:	<p>6.00pm – 9.00pm</p> <p>20 January 31 January 23 February 1 March</p>
Tutorial venue:	Ground Floor, Makati Stock Exchange Building

TEXTBOOK(S) AND RESOURCES

Unit website

<http://www.webct.uwa.edu.au>

Recommended/required text(s)

Kotler, P & Keller, KL 2009, Marketing Management, 13th Edition, Pearson Education, (ISBN 0-13-600998-0)

Additional resources and reading material

Student feedback from previous years indicated that they found the unit more effective by placing greater emphasis on lectures, tutorials, and assessments and less on readings; therefore the list below are OPTIONAL readings that you may choose to undertake for leisure/interest or as references after the course.

- Students in the **not-for-profit sector** may wish to use the following text: Andreasen, AR & Kotler, P 2008, Strategic Marketing for Non-Profit Organizations, Seventh Edition, Prentice Hall ISBN-10: 013175372-X
- Students in the **public sector** may wish to use the following text: Kotler, P & Lee, N 2007, Marketing in the Public Sector: A Roadmap for Improved Performance, Wharton School Publishing ISBN-10: 0131875159.
- Other textbooks provide more detailed explanations and examples of marketing concepts than the required text for this unit. As such, you may find a second text useful to consult when you need a more detailed explanation or application to a specific industry. Examples include:
 - Reed, P. 2007, *Strategic Marketing Planning*, 2nd Ed. Thomson, Southbank, Victoria, Australia (ISBN 10 0 17 012865 2). This Australian text is written by an author with extensive experience as a marketing consultant.
 - Kotler, P., Ang, S.-H., Leong, S.-M. & Tan, C.-T. 2003, *Marketing Management: An Asian Perspective*, 3rd edn, Prentice Hall, Singapore (ISBN 0-13-100135-3). This is an Asian version of Kotler's reference text and offers regional business examples.
 - Best, R., Coney, K. & Hawkins, D. 2003, *Consumer Behavior: Building Marketing Strategy*, 9th edn, McGraw-Hill/Irwin, New York, NY (ISBN 0072865490). This text is recommended for those interested in a deeper understanding of consumer behaviour.
 - Crawford, C. M. & Di Benedetto, C. A. 2003, *New Products Management*, 7th edn, McGraw-Hill/Irwin, New York, NY (ISBN 0072471638). A popular text on new product development.
 - Kotler, P., Brown, L., Adam, S. & Armstrong, G. 2004, *Marketing*, 6th edn, Prentice Hall, Sydney (ISBN: 1741031591). The Australian version of Kotler's textbook, with Australian case studies.
 - Usunier, J-C and Lee J.A. 2005, *Marketing Across Cultures* 4th edn, Prentice Hall, London (ISBN: 0-273-68529-5). This advanced cross-cultural approach to international marketing compares national marketing systems and local customs and consumer behaviour in various countries.

- For those wanting additional information on ethical marketing, the following texts are recommended:
 - Harrison, R., Newholm, T., and Shaw, D. 2005, *The Ethical Consumer*, Sage Publications, London (ISBN 1-4129-0352-1).
 - Nicholls A. and Opal, C. 2005, *Fair Trade: Market-Driven Ethical Consumption*, Sage Publications, London (ISBN 1-4129-0104-9).

Some scholarly (generally this means peer-reviewed) journals that may be relevant to this unit are:

Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Marketing Science, Journal of Retailing, Journal of the Academy of Marketing Science, Harvard Business Review, Management Science, Journal of Business Research, Journal of Advertising, Journal of Advertising Research, International Journal of Advertising, Journal of Public Policy and Marketing, Sloan Management Review, Journal of Business, International Journal of Research in Marketing, Psychology and Marketing, Advances in Consumer Research Proceedings, Journal of Research for Consumers, Journal of Personal Selling and Sales Management, Industrial Marketing Management, Decision Sciences, Journal of Consumer Psychology, Journal of International Business Studies, Journal of Product Innovation Management, Journal of International Marketing, European Journal of Marketing, Journal of Health Care Marketing, Journal of Consumer Marketing, and Journal of Services Marketing.

UNIT SCHEDULE

Week #	Lecture/tutorial topic	Independent activity (e.g. readings) and Lecture/tutorial activity
1 (L)	<i>Introduction to marketing</i>	Chapter 1: Defining Marketing for the 21st Century Overview of marketing plan and the 4Ps
2 (L)	<i>Marketing planning</i>	Chapter 2: Developing Marketing Strategies and Plans Chapter 3: Gathering Information and Scanning the Environment
3 (L)	<i>Marketing strategy</i>	Chapter 9: Creating Brand Equity Chapter 10: Crafting the Brand Positioning (Product Life Cycle)
4 (L)	<i>Consumer behaviour</i>	Chapter 8: Identifying Market Segments and Targets Chapter 6: Analysing Consumer Markets
5 (T)	<i>Marketing planning and research</i>	Chapter 3: Gathering Information and Scanning the Environment Required preparation: Analyse your company and its market in more detail and using this information, construct a SWOT analysis for discussion in class.
6 (T)	<i>Segmentation and target marketing</i>	Chapter 8: Identifying Market Segments and Targets Required preparation: Identify/define your potential target market using the appropriate segmentation variables. Describe each segments consumer decision making process. What will be your approach to influence this process? Share and discuss in class.
7 (L)	<i>Product</i>	INDUSTRY OVERVIEW/DECISION TOOL REPORT DUE Chapter 12: Setting Product Strategy
8 (L)	<i>Place or distribution</i>	Chapter 15: Designing and managing integrated marketing channels Chapter 16: Managing retailing, wholesaling, and logistics
9 (L)	<i>Price and pricing</i>	Chapter 14: Developing Pricing Strategies and Programs
10 (L)	<i>Promotion</i>	Chapter 17: Designing and managing integrated marketing communications
11 (T)	<i>Services marketing</i>	Chapter 13: Designing and managing services Required preparation: Consultation with tutor of marketing plan
12 (T)	<i>Personal communication</i>	Chapter 19: Managing personal communications CREATIVE PRESENTATION IN CLASS MARKETING PLAN DUE

ASSESSMENT MECHANISM

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

This unit contains both individual and group assessments. The individual assessments allow you to communicate your understanding of the material and demonstrate your ability to share your ideas with others. The group assessments offer the opportunity of working in an environment similar to that in business organisations to provide insight into the marketing process.

Assessment mechanism summary

Item	Weight	Due date	Remarks
Tutorial exercises/activities	15%	ongoing	
Industry overview/decision tool report	15%	10 Feb, 6pm	Submit to lecturer at the start of Block 2 lectures
Creative presentation	15%	3 Mar, 6pm	Present in last tutorial
Team marketing plan	25%	1 Mar, 6pm	Submit to tutor at the start of last tutorial
Final exam	30%	12 Mar, 9am	

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may 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, and the outcome will not affect your grade for the unit.

Assessment components

Assessment I: Industry Overview/Decision Tool Report (15%)

This assignment gives you hands on experience using one of several marketing decision making tools. Think about one or more marketing decisions that need to be made by your current (or previous) organisation. Choose the most relevant marketing tool and use it to help you make an informed decision. In no more than 2000 words explain the problem/issue you are investigating and apply the tool to your decision. In the process, you should provide some details or background on the industry in which the chosen organisation operates. The purpose of this assignment is to prepare you for the marketing plan, so ideally, the company you choose apply to both assignments.

Product Life Cycle (pp 298-309)	Consumer decision making process (pp 175-182)
Brand portfolios (pp 273-278)	Macro environmental analysis (pp 74-87)
Porter's Five forces (pp 316-335)	

You should complement your reading on the tool with a **minimum of five peer-reviewed articles**. You may use only one of the articles assigned for this unit and you can find other articles in the journals listed in this outline or in the online databases available from the UWA library website (www.library.uwa.edu.au).

The report will be 2,000 words excluding the reference list and appendices (1.5 spaced, 12-point font, 2.5 cm margins on all sides). You may use up to five pages of additional appendices.

Please organise your report as follows:

- Introduction (introduce the organization and the marketing decision(s) you are going to address, then state which marketing tool you will apply)
- Literature Review (cite from a minimum of five peer-reviewed articles) and apply the tool to your selected business
- Conclusions and recommendations
- Reference List (not included in the 2000 word count)
- Up to five extra pages for appendices (only if needed and referred to in the text).

Assessment criteria

Marks will be allocated for structure and ease of reading, logic of presentation and arguments, sense and breadth and depth of research and analysis. You should properly reference all sources using the Harvard system (see the section on Referencing below) and **weave** those articles into your report. Do **not** simply review/discuss each article in its own paragraph.

The grading for your marketing tools report will follow the standard of assessment discussed below. To be fair to all students, only the amount of text within the above guidelines will be read by the instructor.

Assessment 2 – Creative Presentation (15%)

Prior to submitting the marketing plan, your group should create/film an advertisement or sales presentation. The content of your advertisement or sales presentation should incorporate some elements of the proposed 4Ps strategy in the marketing plan. Each team will present their advertisement or sales presentation on the last day of class. It is expected that presentations will be accompanied by a brief or context of the industry or organisation, and after the presentation, the group may be subjected to feedback or questions. When preparing your presentation you should consider the following dimensions:

1. **Relevance** – the quality of information provided and ability to provide appropriate reasoning.
2. **Concise** – relative importance of information versus time spent on it.
3. **Preparation** – effort.
4. **Creative** – captivates the audience's attention.
5. **Application of marketing theory, concepts, and issues** – relevant marketing knowledge incorporated.

Assessment 3: Team Marketing Plan (25%)

Teams should begin this project by drawing up a team contract. Guidelines are as follows:

Team Contract

Please ensure that all team members have read the MBA Student Team Learning Booklet before meeting to discuss and sign this contract. Copies of this booklet can be obtained from reception.

All team members should meet briefly to discuss each point below openly and honestly. You need to address each point in a written contract, which each member should sign. The contract should be submitted to reception **before the start of Tutorial 1**. Please note that this contract is done for your own benefit and will not be assigned marks, however, it should help to clarify expectations and ensure a smoother and more enjoyable team experience. The contract should contain:

1. The name of your team.
2. The client you have arranged for your marketing plan.
3. A brief statement that outlines how your team will work together, its atmosphere and goals for this project. Goals can include many things such as assessment mark, finished product, and cultural and social experience.
4. The name of your team leader(s). It is preferable that this person is not the main contact for your client.
5. What specific functions have you assigned to each team member?
6. What are your team deliverables and deadlines? In other words, what specific goals have you set and when will you meet them? You should also schedule time to review, critique and discuss each other's work (please support and encourage your team mates and ensure their work is reviewed in a spirit of continuous improvement and striving for excellence). Each person must be ready to justify the material they have submitted, and prepared to make improvements as suggested by their teammates. This process will not only improve the quality of the final product, it will also maximise your learning from the team project.
7. What will be your team policy on participation? Will each member participate equally at all times? If not, what exceptions will be made?
8. How, and how often, will your team communicate? If a member is running late for a meeting or assignment, whom should they contact and how?

9. How will you deal with a member failing to attend a meeting or not submitting their assigned work on time? What steps will you take before consulting Michele?
10. A date of your Task and Process Checks meeting (this is a major review and is in addition to progress meetings).

The objective of the marketing plan is to develop strategic and tactical directions for a company. Your team will work with a real world client to develop an innovative marketing plan for 2012. Here is your chance to discuss creative marketing, since companies must innovate to succeed. Choose a company that you will enjoy working with rather than a major MNC. A benefit of this assignment can be forming relationships with the company management, particularly if you craft a good report.

Your final team-marketing plan should be no more than 25 pages (1.5 spaced, 12-point, 2.5 cm margins on all sides), with up to five pages of appendices if necessary, and explained in the body of the report. Papers attract a penalty of 5% for each page, or part thereof, over the 25-page limit.

Please refer to **pages 48-62 of your textbook** for more detailed information. Sample marketing plans can be found on **page 57 and the Appendix** of your textbook.

The following indicates the suggested composition of your final marketing plan:

Executive Summary (approx 1-2 pages): Outline the essential information in your report.

- Start with a brief statement of your current position, including market share, stock price, etc.
- Outline your firm's objectives for the planning period, and the marketing strategy (including business competitive positioning strategies) and tactics that will get you there.
- Highlight the most important external environmental factors, critical success factors and how you will overcome the threats or take advantage of the opportunities.

Situation Analysis (approx. 6-8 pages): Conduct the environmental review and situation analysis. This section should provide an honest appraisal of your current situation and your firm's prospects for the future. Support your situation analysis with figures or tables that illustrate your progression, including market share growth, retail sales growth, and other key performance indicators, such as stock price, revenues, etc. These should be presented in order of their importance according to your firm's objectives.

- Define your business definition and scope and support with arguments as to why this is the most appropriate.
- List the macro environmental factors and write a brief summary of the historical facts and figures for the most important factors. Then, state your assumptions about the future and the implications of these assumptions in terms of opportunities and threats.
- List the industry level factors and write a brief summary of the historical facts for the most important factors. Then, state your assumptions about the future and the implications of these assumptions in terms of future trends and implications.
- List the **critical success factors** and your justification as to why these factors are the most important.
- List the internal capabilities and summarise the strengths and weaknesses including the significance of each.
- Identify significant threats and opportunities and discuss their implications in view of stated strengths and weaknesses.
- Note which threats and opportunities require action and/or monitoring.

Objectives and Higher Level Marketing Strategies (approx. 2-4 pages).

These should be SMART objectives (Specific, Measurable, Actionable, Realistic, Time-tabled).

- State your marketing objectives for each quarter of the planning period.
- Identify how these will be met using the four product-market strategies (i.e., market penetration, market development, new product development, or related diversification).
- Describe the rationale for these decisions, using appropriate tools and models, and evidence from scholarly journals.

Marketing Mix Strategies (approx. 6-8 pages):

Summarise your marketing mix.

- In a table summarise the marketing mix for each product, including product, price, distribution and communication.
- For each market segment targeted, describe the product positioning strategies and any changes you intend to make to your product(s).
- Justify your marketing mix strategy using appropriate tools and models, and evidence from scholarly journals, to explain your decisions.

Budget (approx. 2 pages):

- Forecast total revenue and costs for next year. Use this to generate a return on investment for your company's marketing budget and a forecast for your company's stock price over these periods. Be realistic!
- List and support your forecasts' assumptions and justify your expenditures by walking the reader through your calculations and defending the assumptions used.

Implementation, Evaluation and Control (approx. 2-4 pages):

Include an action plan identifying the activities required, when they are required, and who will be responsible for implementing them.

- State what key performance indicators (KPIs) need to be measured, how they will be measured, and how often.
- Indicate the upper and lower levels of expectation for your forecasts for these KPIs over the next four periods and support these with an explanation of your assumptions.

In addition: You must research widely and **include a minimum of eight peer-reviewed scholarly articles** in your final report. You may use only one of the articles assigned for this unit and you can find other articles in the journals listed in this outline or in the online databases available from the UWA library website (www.library.uwa.edu.au).

- In addition to scholarly articles, you are expected to include the views of the trade and financial media where appropriate, please discuss with Michele if you have any questions on how to do this.
- Use titles and subtitles for each section. Managers need to be able to find information quickly.
- Use tables and graphs to illustrate your points. All tables and graphs must be numbered, titled and referred to in the text of your report.
- Most importantly, make your arguments clear. For any statement you make, such as p therefore q , justify why p is the case (e.g., using numbers or diagrams), and justify why q should result (e.g., by citing scholarly journal articles).
- You may also append up to five additional pages containing no more than five charts, graphics or tables. These are useful only if you refer to and describe them in your text.

Assessment 4 – Tutorial exercises / activities (15%)

This unit recognises that learning is an active rather than a passive process. For this reason keeping up on your readings and adequately preparing for each class is essential. You will be encouraged to offer reflective insight and application of the concepts being discussed, to ask pertinent questions, and to assist class members with their understanding of the concepts. You will also be encouraged to reflect on class members' views (including the instructor's) and challenge them to think more deeply about issues. In addition, participation in team activities will be taken into consideration.

Please note: Simply asking a question in class does not constitute a 'class contribution'. While there is an expected level of contribution to the class and group discussions, the quantity of talking is less important than the quality of your contribution.

Assessment criteria

Your participation in class will be assessed using the criteria outlined below:

0	Non-attendance
N+	Present, not disruptive Infrequent involvement in discussion. Tries to respond when called upon but offers little.
P	Demonstrates adequate preparation Knows basic reading material but doesn't show evidence of analysis or interpretation. Offers straightforward information without elaboration when called upon by the instructor. Demonstrates sporadic involvement.
D	Demonstrates good preparation Knows readings and facts well and has thought through implications. Offers interpretations and analysis of issues (more than just facts) to class. Contributes well to discussion and questions contributions made by class members in a constructive manner. Offers and supports suggestions that may be counter to the majority opinion. Demonstrates consistent ongoing involvement.
HD	Demonstrates excellent preparation Has thought through topic concepts and issues exceptionally well relating them to other material (including readings, unit handouts, discussions and experiences). Offers analysis, synthesis and evaluation of issues discussed. Connects discussions that take the class further into a particular issue. Responds thoughtfully to others' comments and contributes to cooperative argument building. Demonstrates ongoing active involvement.

Assessment 5 - Final Exam (30%)

The final exam will be a closed-book exam. This will be a formal two hour and ten minute examination of five short essay questions of which you must answer three.

To pass this unit, students are required to achieve a score of at least 45% in the final exam. Students who fail to achieve the minimum standard in the final exam but achieve an accumulated score based on all assessment components for the unit of 50 and above, will be awarded a final mark of 48%.

Submission of assignments

Please remember to attach an Assignment Cover Sheet to the front of your assignment. You can download and print your Assignment Cover Sheet from the Current Students web page <http://www.business.uwa.edu.au/students/assessments>

Student Guild

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Charter of Student Rights and Responsibilities

The Charter of Student Rights and Responsibilities outlines the fundamental rights and responsibilities of students who undertake their education at UWA (refer <http://handbooks.uwa.edu.au/undergraduate/poliproc/policies/StudentRights>).

Appeals against academic assessment

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer <http://www.secretariat.uwa.edu.au/home/policies/appeals>).