



OLLSCOIL NA GAILLIMHE  
UNIVERSITY OF GALWAY

Marketing  
J. E. Cairnes School of Business & Economics  
University of Galway

## **MSc MARKETING MANAGEMENT**



**Programme Handbook 2023/'24**

### **Welcome**

**Welcome to the University of Galway!** On behalf of the Discipline of Marketing, I am both happy and honoured to welcome you to the MSc Marketing Management Programme and our academic community. We are very much looking forward to sharing this new and exciting phase of your life with you.

The Discipline of Marketing at the University of Galway was established in 1980 and is one of five core Disciplines in the J.E. School of Business and Economics. The School now has over 2,000 undergraduate and postgraduate students spread across areas such as Marketing, Accountancy & Finance, Economics, Management and Business Information Systems. Our School Mission is to deliver a high-impact scholarly environment in which students become well-rounded and employable business graduates, and in which its faculty contribute to society, industry and academia through quality engagement and research.

The ethos of the Marketing Discipline has always been to combine a thorough grounding in Marketing as an academic subject, with a practical focus on preparing for careers in the field. Students learn about Marketing and are also trained in the important core competencies for business. The Discipline enjoys close links with the business community and has an excellent reputation for industry engagement that has developed over many years through strong relationships with leading marketing institutions, organisations and agencies.

This MSc Marketing Management is a full-time postgraduate programme that has been uniquely designed as a specialist programme, enabling students to blend traditional marketing knowledge with the strategic and analytical skills needed to enter the marketing workforce. We have an exciting programme of study planned for you comprises of a blend of in-person and online classes and a Marketing Event with an Applied Digital Marketing Project. Supplementing the formal curriculum are frequent opportunities to hear distinguished visiting academic and industry speakers as well as former alumni of the Marketing Programmes.

The contents of this handbook provide you with key information about your course of study in Marketing Management and offer guidance on the resources available to enable you to engage fully and effectively as a student. While every effort has been made to ensure that the contents of this Handbook are accurate, this Handbook is issued for the guidance of students only. The Discipline of Marketing is strongly committed to supporting your success as a student and we are thrilled to facilitate your exciting educational journey here at the University of Galway. We hope that your time here will be most productive and enjoyable.

Yours sincerely

**Dr. Declan Fleming, Academic Director**

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*Please note that changes and amendments to the content of this programme handbook may be required throughout the academic year. The handbook is intended as indicative programme content for the academic year 2023/2024.*

## **SCHOOL MISSION**

Energised by our regional edge on the West Coast of Ireland, we are a globally engaged School of Business and Economics for the public good that makes a transformative impact for students, society and business.

## **PROGRAMME OBJECTIVES**

The programme aims to:

- Further develop the students' knowledge and critical understanding of marketing to an advanced level.
- Cultivate a comprehensive range of applied and analytical skills in marketing, with a strong emphasis on strategic decision making.
- Expose students to the latest cutting-edge ideas, techniques, and marketing frameworks through the analysis of industry best practice.
- Foster an appreciation of the significant changes and challenges occurring in increasingly competitive marketplaces.
- Develop students' competencies and confidence through professional training in business and marketing skills, including oral and written presentation skills.
- Provide training in the methods and practice of accepted research methodologies.
- Allow students to develop and expand their personal confidence.

## **PROGRAMME STRUCTURE**

The programme is offered on a full-time basis over one academic year commencing Monday, 4th September, 2023.

The MSc Marketing Management conforms fully with the European Credit Transfer System (ECTS) and consists of 90 ECTS. Students are required to take subjects in each semester totalling 65 ECTS, as well as a Marketing Event and Applied Project (20 ECTS).

### **Semester 1 Courses**

Strategic Marketing  
Research Methods  
Services Marketing  
Social Media Marketing Theory  
Marketing Performance & Productivity  
Consumption & Society

### **Semester 2 Courses**

Cases in Marketing Management &  
Strategy  
Negotiations  
Social Marketing & Sustainability  
Digital Sales Management  
Marketing Analytics  
Strategic Brand Management

Work on the Marketing Event & Applied Project can commence in Semester 2. Submission date for Applied Project is July, 2024 (to be confirmed).

### **POSTGRADUATE SKILLS DEVELOPMENT**

Students in general need support, particularly ahead of an intensive Master's Programme, in study and research techniques appropriate to such a programme. Completing this will be an obligatory but non-examinable component of the programme. It will cover topics such as critical thinking as well as how to summarise, file, store and reference readings, effective note taking, key writing and presentation skills, time and project management, and study revision skills. Please note that the Careers Office also organise useful workshops on career development, presentation skills, CV preparation and we would encourage you to attend these workshops.

Students will be kept informed of all workshops/events throughout the year via Canvas.

### **ORIENTATION SESSION**

On Monday, 4<sup>th</sup> September, 2023 an Introductory Session to the Discipline and Programme will be held at 9.30 a.m. in ENG G047 (Engineering Building opposite the Cairnes Building). Attendance is mandatory.

## **SUPPORT FACILITIES**

### **INFORMATION SOLUTIONS & SERVICES (ISS)**

Information Solutions & Services, located inside the main door of the Library, provide technical support for students. The Service Desk contact information is by email at [servicedesk@universityofgalway.ie](mailto:servicedesk@universityofgalway.ie) or telephone 091495777. Please check the ISS website for updates: <https://www.universityofgalway.ie/information-solutions-and-services/>

### **LIBRARY FACILITIES**

Library: Find your way and find out about what Library services you can avail of by taking the 360 Library tour and navigate your way around the Library (<https://library.universityofgalway.ie/>). Each section includes a description of services available and allows you to become familiar with the Library before you visit us.

Please check the Library website for open hours at the following link: [Opening Hours - University of Galway Library](#)

Students can book training through the library at: [Workshops & Events - Bookings - University of Galway Library \(libcal.com\)](#)

### **CANVAS**

Canvas is a Virtual Learning Environment (VLE). A VLE is a web-based application designed to facilitate lecturers in the management of modules for their students, especially by helping lecturers and learners with course administration. A VLE is used to supplement face-to-face lectures and tutorials.

Canvas is the VLE in use at University of Galway. It allows students to download lecture notes, reading lists, assessment information and other course-related material from their Canvas sites.

It also contains functions that enable students to interact via class announcements, email, discussion boards.

Canvas Information: <https://www.universityofgalway.ie/information-solutions-services/services-for-students/canvas/students/>

### **ONLINE LEARNING RESOURCES**

Useful Online Learning Resources:

#### **THE CAREER DEVELOPMENT CENTRE (CDC)**

The Career Development Centre (CDC) aim to provide students of the University of Galway with a quality career guidance and information service focused on facilitating and empowering you to manage your own career development and make effective career transitions. Support is provided on Employability, Guidance and Opportunities. Events are held each semester with many graduate employers on campus. Students and recent graduates can use Careers Connect to view events, job / internship / funding opportunities and students can also use it to book an appointment with a member of the CDC team. Please check <https://www.universityofgalway.ie/career-development-centre/> for opening times and contact details.

#### **ACADEMIC SKILLS HUB**

The Academic Skills Hub aims to support all University of Galway students to develop the key skills required for academic success. The Academic Skills Hub provides introductions to, advice and resources on key academic skills, such as those outlined below:

- Getting organised,
- IT and digital skills,
- Reading and research skills,
- Communication skills,
- Critical Thinking,
- Maths,

- Academic Writing, and
- Assignment and Exams.

Links to a range of **additional sources of support** for students, including Library resources and academic skills workshops through the Academic Skills Hub can be accessed here: <https://www.universityofgalway.ie/academic-skills/>.

### **STUDENT REGISTRY HELPDESK**

The Student Information Desk (<https://www.universityofgalway.ie/student-registry-helpdesk/>) is located on the Ground Floor in Aras Ui Chathail on the main campus. Services offered include Exams, Registration, ID Cards, Change of details, Validation & Stamping of Forms, Lost & Found, etc. Email: [askregistry@universityofgalway.ie](mailto:askregistry@universityofgalway.ie) or telephone (091) 495999. Please check the website for opening times and updates prior to visiting SID.

### **STUDENT SUPPORT**

Details for student support for all students, including Student Health Unit, Career Guidance, Counselling International Office, Financial Matters, disability are available on <https://www.universityofgalway.ie/student-life/student-support/>

### **INFORMATION ON ADDITIONAL FACILITIES AVAILABLE TO STUDENTS**

Please consult <https://www.universityofgalway.ie/students/> for all information relating to:

*Academic Information*, e.g. dates of term, code of conduct, exams, registration, plagiarism, etc.

*Facilities*, e.g. Canvas, Computers including User Support, Email, Gym, Library, Parking, PC Suites, Restaurants, Sports Clubs etc.

*Support Services*, e.g. career development, counsellors, disability office, student contact centre, student health centre, student volunteering, etc.

### **PARKING AND BICYCLES**

It is essential that you get a temporary parking permit (valid until 30<sup>th</sup> September) and/or permanent student permit before you park in the university grounds. Without the permit you will be clamped and issued a parking fine. The clamping company makes no exceptions. There is a Park and Ride facility from Dangan Car Park. You will find all details on parking in the University on this link <https://www.universityofgalway.ie/buildings/service-helpdesk/parking-get-to-around/>.

Bicycle racks are located at the back of the Cairnes Building. The secure bicycle compound (see the Cycling Map for location) [https://www.universityofgalway.ie/media/buildingsoffice/files/mapsrebranded2023/Cycling-Facilities\\_Galway-A4-Map\\_26012023.pdf](https://www.universityofgalway.ie/media/buildingsoffice/files/mapsrebranded2023/Cycling-Facilities_Galway-A4-Map_26012023.pdf)) is located to the west of the Arts Science Building. Anyone with a valid in date student / staff University ID card can access the compound. You must also swipe out. As part of ongoing improvements to cycle facilities additional covered bicycle racks have been installed in several places around campus.

### **POLICY STATEMENTS & REQUIREMENTS**

#### **ATTENDANCE REQUIREMENT**

The MSc Digital Marketing is a full-time programme of study beginning 4<sup>th</sup> September, 2023, and spanning one calendar year, requiring students to be available for classes, project work, and any additional course activities and events (e.g. seminars, workshops) from Monday to Friday during term time. Students are required to attend all lectures, seminars, and course events. In the exceptional circumstance where a student is unable to attend college for periods during term, this must be approved through the School Office and the Programme Director must be kept informed.

#### **LATE SUBMISSION OF COURSEWORK POLICY**

You are expected to submit your work by the deadline set by the lecturer for each assignment. You may only be granted an extension in very exceptional special circumstances. If you do not submit your work on time, you will be subject to a penalty. Your work will first be marked without penalty and a penalty will then be applied.

#### **PLAGIARISM POLICY (ADAPTED FROM THE UNIVERSITY OF GALWAY PLAGIARISM CODE OF PRACTICE)**

1. Plagiarism is the act of copying, including or directly quoting from, the work of another without adequate acknowledgement. The submission of plagiarised materials for assessment purposes is fraudulent and all suspected cases will be investigated and dealt with appropriately by the University following the procedures outlined here and with reference to the Disciplinary Code.
2. All work submitted by students for assessment purposes is accepted on the understanding that it is their own work and written in their own words except where explicitly referenced using the accepted norms and formats of the appropriate academic discipline.



3. Whilst some cases of plagiarism can arise through poor academic practice with no deliberate intent to cheat, this still constitutes a breach of acceptable practice and requires appropriate investigation and action.
  - a. Intentional plagiarism is the clear intent to pass off another person's work or ideas as your own for your own gain.
  - b. Unintentional plagiarism may occur if you do not understand the appropriate way to acknowledge the source of your ideas and information. If you are unsure of the acceptable methods of acknowledgment you should consult with your lecturer or the library staff. Proven plagiarism is a very serious matter which may result in severe disciplinary action and/or exclusion from the University.
4. Cases in which students knowingly permit others to copy their work shall also be subject to the procedures outlined here and considered an offence.
5. A member of teaching staff who suspects that a submitted piece of student work may be plagiarised should notify the appropriate plagiarism adviser in their faculty/cognate area. A short report including a copy of the suspected example and any evidence for plagiarism should be forwarded to the adviser.
6. The plagiarism adviser shall conduct an investigation of the alleged plagiarism, firstly determining whether it represents a "minor" or "major" offence.
7. All cases of plagiarism are an offence and students should familiarise themselves with the University of Galway code of practice on plagiarism available at:  
<https://libguides.library.universityofgalway.ie/Plagiarism>

### **COMPLAINTS & APPEALS POLICY**

Issues about a particular course should, in all instances, be first fully discussed with the course lecturer responsible for that course.

Appeals in relation to examination results are governed by the Examinations Office and information on Appeals Procedure is available at:

## **DATES OF TERM**

### **First Semester:**

Teaching begins:	Monday, 4 <sup>th</sup> September, 2023.
Teaching ends:	Friday, 24 <sup>th</sup> November, 2023.
Study week:	Monday, 27 <sup>th</sup> November, 2023.
Examinations begin:	Monday, 4 <sup>th</sup> December, 2023.
Christmas holidays:	Saturday, 16 <sup>th</sup> December, 2023.

### **Second Semester:**

Teaching begins:	Monday, 8 <sup>th</sup> January, 2024.
Teaching ends for Easter:	Thursday, 28 <sup>th</sup> March, 2024.
Easter Break:	Friday, 29 <sup>th</sup> March – Monday, 1 <sup>st</sup> April, 2024.
Field Trips:	Monday, 2 <sup>nd</sup> April – Friday 5 <sup>th</sup> April, 2024.
Study Week:	Monday, 8 <sup>th</sup> April, 2024.
Exams begin:	Monday, 15 <sup>th</sup> April, 2024.
Exams end:	Wednesday, 1 <sup>st</sup> May, 2024.
Marketing Event:	Monday, 8 <sup>th</sup> – Friday, 12 <sup>th</sup> May, 2023 (to be confirmed)

## TIMETABLES

### SEMESTER 1

TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9.00 – 11.00 a.m.	Consumption & Society (MK5146) (Sheila Malone) <i>Weeks 6, 7, 9, 10, 11, 12</i> [ENG G047]	Research Methods (MK563) (Sinead Duane) [AC201 Concourse]	Services Marketing (MK5117) (Sinead Duane) [ENG-G017 LT 2]	Strategic Marketing (MK5138) (Declan Fleming) [CA116a]	
11.00 a.m. – 1.00 p.m.		Social Media Marketing Theory (MK5139) (Ann Torres) [AC201 Concourse]		11-1 p.m. Strategic Marketing (MK5138) (Declan Fleming) [Fottrell Theatre]	
1.00 – 3.00 p.m.	Consumption & Society (MK5146) (Sheila Malone) <i>Weeks 6, 7, 9, 10, 11, 12</i> [CA111]				
5.00 – 7.00 p.m.			Marketing Performance & Productivity (MK5133) (Michal Folwarczny) (MY127-Lecture Theatre 3 Aras Moyola)		

CA = Cairnes Building; ENG = Engineering; AC = Concourse & Fottrell Theatre is on the Concourse.

**Please note that occasional changes to the timetable will occur throughout the academic year and students will be advised in advance of any such changes.**

Please also note that while you have no scheduled classes on Fridays, this is a full-time postgraduate taught programme and you may, as required, have additional scheduled class and/or guest speakers, etc. scheduled on those day(s).

**Please Note:** This timetable is for semester 1 2023/2024 and is valid as of 4<sup>th</sup> September, 2023. **Semester 2 timetables are being finalised and will be distributed later in the semester.**

See Campus Map for Directions:

[HTTPS://WWW.UNIVERSITYOFGALWAY.IE/MEDIA/BUILDINGSOFFICE/FILES/MAPSREBRANDED2023/UNIVERSITY-OF-GALWAY-CAMPUS\\_A4-MAP\\_26012023.PDF](https://www.universityofgalway.ie/media/buildingsoffice/files/mapsrebrand-ed2023/university-of-galway-campus_a4-map_26012023.pdf)

### **MARKETING DISCIPLINE NORMS**

#### **GRADUATE ATTRIBUTES STATEMENT**

#### **J.E. Cairnes School of Business & Economics**

The attributes which a successful, fully engaged student can develop while studying at the J.E. Cairnes School of Business & Economics, University of Galway, include:

- Knowledge
  - Academic achievement and expertise
  - Ability to solve new challenges and problems
  
- Skills
  - Able to make sense of complex information from a variety of sources
  - Apply effective decision making to global business problems
  - Identify, analyse and solve applied problems in individual and team-based settings
  - Communication skills in a variety of contexts, styles and media
  - Teamwork, collaboration and effective leadership
  - Creative, enterprising and resourceful
  
- Disposition
  - Personal responsibility and a commitment to lifelong learning
  - Valuing of ethical and professional standards, integrity, responsibility and good citizenship
  - Appreciation of the importance of place, identity and culture in a global context

## Discipline of Marketing - Grade Descriptors for MSc Programmes

### Percentage Translation

80%+	Exceptional
70 – 79%	Excellent
60 – 69%	Very good
50 – 59%	Good
40 – 49%	Satisfactory
35 – 39%	Fail
<35%	Fail

### First Class Honours 80%+

**Exceptional** performance, engaging deeply and systematically with the question set, with consistently impressive demonstration of:

- A comprehensive mastery of the subject matter; amply supported by evidence and citation.
- Reflecting deep and broad knowledge and critical insight as well as extensive reading.
- An exceptional ability to organise, analyse and present arguments fluently and lucidly with a high level of critical analysis.
- A highly developed capacity for original, creative and logical thinking.

### First Class Honours 70-79%

**Excellent** performance, engaging closely and systematically with the question set, with consistently strong evidence of:

- A comprehensive mastery of the subject matter, ably supported by evidence and relevant citation.
- Excellent ability to organise, analyse and express arguments fluently and lucidly with a high level of critical analysis.
- A highly developed capacity for original, creative and logical thinking.
- Extensive knowledge and understanding of theory and concepts.
- Ability to demonstrate understanding through use of examples.
- An ability to draw on varied aspects of the course and previous studies in answering questions.

### Second Class Honours 60-69%

**Very Good** performance, engaging substantially with the question set, demonstrating strong grasp of the subject matter, well supported by evidence and relevant citation, demonstrating:

- Well-developed capacity to analyse issues, organise material, present arguments clearly and cogently.
- Some original insights and capacity for creative and logical thinking.

### **Second Class Honours 50-59%**

**Good** performance - intellectually competent answer (i.e., factually sound) with evidence of a reasonable familiarity with the relevant literature and techniques, demonstrating:

- Acceptable grasp of the subject material.
- Ideas stated rather than developed and insufficiently supported by evidence and relevant citation.
- Writing of sufficient quality to convey meaning but some lack of fluency and command of suitable vocabulary.
- Omission of parts of the subject in question or the appearance of several minor errors;
- Average critical awareness and analytical qualities.
- Limited evidence of capacity for original and logical thinking.

### **Pass 40-49%**

**Satisfactory** performance – intellectually adequate answer with evidence of some familiarity with the relevant literature and techniques, demonstrating:

- Basic grasp of subject matter, but somewhat lacking in focus and structure.
- Main points covered in answer, but lacking detail.
- Some effort to engage, but only a basic understanding of the topic portrayed.
- Some development of argument.
- Only some critical awareness displayed.
- No evidence or relevant citation included in answer.
- Appearance of several minor errors or one major error.
- Lacking evidence of capacity for original and logical thinking.

### **Fail 35-39%**

**Unacceptable** performance, with either:

- Insufficient understanding of the question displayed.
- Failure to address the question resulting in a largely irrelevant answer.
- A display of some knowledge of material relative to the question posed, but with very serious omissions / errors and/or major inaccuracies included in answer.
- Or answer left somewhat incomplete for lack of time.

**Also:**

- Limited understanding of question displayed.
- A random layout / underdeveloped structure - not planned sufficiently.
- Poor analytical skills, with an absence of argument.
- Random and undisciplined development - limited structure.
- Lack of clarity, poor spelling.
- Material of marginal relevance predominating.

### **Fail <35% -**

**Wholly unacceptable** performance, with:

- Deficient understanding of the question displayed.
- Complete failure to address the question resulting in an irrelevant answer.
- Inadequate knowledge displayed relative to the question posed.
- Or answer left incomplete for lack of time.

**Also:**

- Very poor analytical skills, with an absence of argument.
- Random and undisciplined development –poorly structured answer.
- Confused expression, poor spelling.
- Irrelevant material predominating.

## **Discipline of Marketing Writing Guide 2023-2024**

**Dr. Ann Torres, Discipline of Marketing, University of Galway**

### **Introduction**

This guide is designed to assist you in developing written assignments for the Discipline of Marketing.

### **Assessment**

Assessment may vary from module to module. In addition to specific module requirements, written assignments will also be assessed according to:

- ***Presentation:*** Presentation refers to organisation, structure, flow, sentence construction, word usage, grammar, punctuation, page numbering, and complete, accurate referencing.
- ***Review and Synthesis:*** Review refers to the summary of the literature pertaining to the question, whereas synthesise explicitly discusses the relationships between a set of ideas, or the conflicts between them.
- ***Critical Analysis:*** Analysis refers to the arguments developed to assess critically the topic. **Critical analysis refers to** the ability to make a reasoned judgement, based on available information, while also being cognisant of the nature and limits of knowledge. For more information, please click [here](#).
- ***Persuasive Impact:*** Persuasive impact refers to the quality of the arguments given, rather than the conclusion given.

### **Title Page**

The title page should give all relevant details, such as title, course, programme, name, student identification number, date, word count (i.e., excluding references), submitted to whom, and the appropriate integrity statement below.

### ***Individual Integrity Statement***

*I have read the University's code of practice on plagiarism. I know that plagiarism is wrong. I hereby certify this material, which I submit for assessment on the programme of study leading to the award of MSc XXXX, is entirely my own work. It has not been taken from the*

*work of others, except to the extent that such work has been cited and acknowledged within the text of my work. I also recognise that collusion is wrong. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as their own. I also acknowledge that copying someone else's assignment (or part of it) is wrong and declare that my assignments are entirely my own work.*

- *Student ID Number:*
- *Name:*
- *Signature:*
- *Date:*

### **Group Integrity Statement**

*We have read the University's code of practice on plagiarism. We know that plagiarism is wrong. We hereby certify this material, which we submit for assessment on the programme of study leading to the award of MSc XXXX, is entirely our own work. It has not been taken from the work of others, except to the extent that such work has been cited and acknowledged within the text of our work. We also recognise that collusion is wrong. We have not allowed, and will not allow, any other group to copy our work with the intention of passing it off as their own. We also acknowledge that copying another group's assignment (or part of it) is wrong and declare that our assignments are entirely our own work.*

- *Student ID Number:*
- *Name:*
- *Signature:*
- *Date:*

To create an online signature for use within documents, please go to the website, Online Signature, which is available at: <http://www.onlinesignature.in/online-signature-maker.html>

### **Formatting**

The suggested document format is 1.5 spacing, using the fonts Times or Times New Roman in font size 11 or 12. Please ensure all fonts and formatting are consistent. Pages should be numbered. Include a list of references at the end of the essay using the Harvard style of referencing.

### ***Headings and Subheadings***

Sections should be indicated by headings in **BOLD CAPITALS**. Subsections should be indicated by headings in: ***Italics*** and *Italics*. Headings should be left aligned, while the text should be left and right aligned, as shown below:

**TITLE IN BOLD CAPITALS**

**Major Headings in Bold Upper and Lower Case**

***Subheadings in Bold Italics Upper and Lower Case***

*Further Subheadings in Italics Upper and Lower Case*



### **Tables and Figures**

The number and title should appear above the table or figure. Tables and figures should be numbered consecutively within the document. If the table or figure is taken from a referenced source, then the full citation should appear below the table or figure. If the document is a report and requires a table of contents, then a list of tables and a list of figures should be included after the table of contents.

### **Abbreviations**

Name of organisations, government agencies, long technical names, and names of techniques should be abbreviated if they occur frequently in the document. However, they should be spelt out when first used and followed by their abbreviations in parentheses, for example, just-in-time (JIT), corporate social responsibility (CSR), fast moving consumer goods (FMCG). Thereafter, only the abbreviation is used without parentheses. If numerous abbreviations are used, a complete list of these abbreviations and their meanings should be provided in an appendix.

### **Footnotes**

The use of footnotes should be kept to an absolute minimum. Do not use footnotes for citations. Acknowledgement of help from an unpublished source such as an interview or speech can be made in a footnote. Footnotes should be numbered consecutively throughout the document with superscript numerals. They must be placed at the bottom of the page on which the footnote refers.

### **Appendices**

Appendices are bound with the main document and include any materials, which are not central to the assignment, but may enhance a reader's understanding such as: an example of the questionnaire, list of questions used for probing during in-depth interviews, a broad list of quotations organised by theme or organisation. Refer to appendix items within the main body of the text. Number and title each appendix item. Similar to tables and figures within the main body of the text, tables and figures within the appendices should be fully explained and sourced.

### **Writing Style**

The aim is to communicate clearly, coherently and succinctly. Hence, the writing style should be uncluttered and concise. Please use spell and grammar checks to identify errors. Proof read carefully, as presentation is important. One way to proof read is to read the document aloud to identify passages that require revision. Another suggestion is to have someone else proof read the document. Grammar, sentence construction, language, word choice, structure and flow of arguments will be considered in determining the final mark.

### **Sentences and Sentence Construction**

Avoid one-sentence paragraphs. Clear, concise sentences are preferable to lengthy, complex ones. If one word will suffice, do not use two, unless it enhances clarity.

Please do not use a list of bulleted points to present a cohesive argument. Arguments and analysis should be presented in paragraph form. Avoid redundancy. More specific points with respect to sentence construction include:

- Please do not begin a sentence with a numeral. Rather than “12 schools of thought were discussed by Sheth, Gardner and Garrett. (1988)....” please write, “Twelve schools of thought were discussed by Sheth, Gardner and Garrett. (1988)....”
- Conditional sentences use the construction “If marketing were considered a science ...” rather than “If marketing was considered a science ...”
- Please do not end sentences with prepositions, such as *to*, *from*, *with*, and *after*. Correct trailing prepositions by recasting the sentences. Rather than “Which school of thought should marketing scholars subscribe to?” please write, “To which school of thought should marketing scholars subscribe?”

### **Language and Word Choice**

Avoid colloquial language. Rather than *feel* or *hope* use the word *believe*. Do not use personal pronouns *I* or *we*. Instead, use impersonal nouns, such as *the author of this analysis*. Do not confuse *their* with *they're*, or *there*. Similarly, do not confuse *its* with *it's*, and *to* with *too* or *two*. The words *that* and *very* are overused and may not be required within the sentence to enhance clarity. When the word *this* is used, particularly at the beginning of a sentence, ensure to clarify to what *this* refers. Eliminate trite, meaningless phrases, such as: *it is clear that*, *it is presumed that*, *because of the fact that*, *in the field of marketing*, *in the first place*, *at present*, and *at that time*.

### **Grammar and Punctuation Convention**

Please abide by the rules of grammar. Possession is demonstrated using an apostrophe followed by the letter ‘s’. Hence, “*Hunt's belief is that marketing, as an area of study, may be considered a science.*” is preferable to “*Hunts belief is that marketing, as an area of study, may be considered a science.*” There are no spaces before a comma or a full stop. There is one space after a comma and after a full stop. A colon (:) introduces a series of items, where a semi-colon (;) is used to connect independent clauses and indicates a closer relationship between the clauses than a period.

### **Citing and Referencing**

It is vital the assignments and essays submitted *are one's own work*. Plagiarism software will be used to check whether the work of others has been appropriately referenced. Referencing is important as a means to:

- Acknowledge the work of others
- Lend support to arguments presented
- Demonstrate knowledge and scope of the literature consulted
- Give elliptical explanations (enthymemes) by referring to established concepts and theories
- Allow readers to trace arguments presented.

References should be used throughout the text, as appropriate, and listed alphabetically at the end of the document. The Harvard style of referencing is to be used in all written assignments. If any questions arise regarding referencing, please ask a member of staff.

### ***Plagiarism***

Plagiarism is considered so serious an academic offence that it may result in disciplinary action. The range of penalties for plagiarism includes expulsion from the university. Because plagiarism can have severe disciplinary consequences, it is crucial to understand the concept. Plagiarism is the use of another person's ideas or work without appropriate acknowledgement. Hence, plagiarism is the act of presenting the work of another writer, or work accessed or purchased through internet services, as if it were one's own.

Just as scientists demand complete and accurate information about experiments so these experiments may duplicated and verified; scholars and readers demand complete information so they may check the use of sources and accuracy in reporting what others have said. In all academic writing, complete citations must be given (e.g., author, title, source, page, date, publication details) each time someone else's ideas, words, unusual phrasing, or information is used. When another person's work is used, in any form, it must be cited, either as a source of thoughts or as a direct quotation. A plagiarism spectrum identifying ten types of plagiarism may be found at: <https://www.turnitin.com/static/plagiarism-spectrum/>.

### ***Responsibility for Acknowledgement***

It is the onus of the student to ensure written assignments are appropriately referenced. Three steps are necessary to avoid any possible suggestion of plagiarism. First, always put quotation marks around someone else's words and credit them to their source in the reference, and give the page number of where the specific quotation may be found. Second, when borrowing the ideas of another writer, say this clearly. Borrowing ideas is a perfectly acceptable aspect of academic work, provided appropriate acknowledgement is made. Third, every reference cited in the text must appear in the list of references and must contain all the data necessary for identification. All references should be complete to the extent that if a reader wants to find a particular reference, they can do so easily. References are to be listed alphabetically by author at the end of a written document. If there are two articles by the same author, or authors, then these should be presented in ascending chronological order of date of publication. In short, the guidelines for citing and referencing are:

- When summarising a passage in one's own words, cite the source.
- When quoting, reproduce the passage faithfully, use quotation marks and cite the source.
- When using information that might not be considered common knowledge, cite the source.
- When in doubt about whether to give a citation, give it.
- Include all cited sources in the list of references at the end of the document.

### Assistance and Sources

On the Academic Writing Centre site there are video tutorials on writing, citing and referencing, which may be found at:

<https://library.universityofgalway.ie/awc/tutorials/>. The following books are useful guides in developing more effective writing styles:

Bovee, C.L. and Thill, John V. (2012) *Business Communication Today*, 11<sup>th</sup> edition, Harlow, England: Pearson.

Strunk Jr., W. and White, E.B. (1999) *The Elements Of Style*, 4<sup>th</sup> edition. New Jersey, USA: Allyn & Bacon.

The James Hardiman Library's *Guide to Citing and Referencing*, may be found at: <https://library.universityofgalway.ie/media/library/files/awcdocuments/Harvard-Cheat-Sheet-2015.pdf>. A resource, which addresses most issues on citing and referencing is the monograph:

Pears, R. and Shields, G. (2013) *Cite Them Right: The Essential Referencing Guide*, 9<sup>th</sup> Edition, London, England: Palgrave MacMillan.

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## COURSE SYLLABI, OUTLINES & CONTINUOUS ASSESSMENT CALENDARS

Course Outlines are available for each module on Canvas. Continuous Assessment Calendars will be released in the first week of the programme.