



# MKTG303

## Marketing Strategy

S1 Day 2014

*Dept of Marketing and Management*

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## General Information

Unit convenor and teaching staff

Unit Convenor

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Lecturer

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By appointment

Credit points

3

Prerequisites

MKTG202 and MKTG203 and (ACCG100 or ACCG105 or ACCG106 or MMCS105) and (BBA103 or ECON110 or ECON111 or admission to BMktgMedia) and 6cp in MKTG units at 300 level

Corequisites

Co-badged status

### Unit description

The overall objectives of this unit are to introduce methods of strategic thinking and a set of practical tools and concepts that will enable students to develop, evaluate and implement innovative marketing strategies; and to provide theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity. The focus is on a customer-oriented approach to the marketing organisation, market definition, and market segmentation; as well as an entrepreneurial approach to strategic choice. Throughout the unit the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it, and using it as the basis for business recommendations. During this unit students will engage in a marketing strategy simulation game and will have the opportunity of making a series of complex, real-world marketing decisions. It places teams in a dynamic competitive environment in which they devise and pursue their own strategies and react to the moves of competitors.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces

Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;

Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;

Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## Assessment Tasks

Name	Weighting	Due
<a href="#">A4: Final Exam</a>	30%	as per exam timetable
<a href="#">A1: Case Studies</a>	30%	See class schedule
<a href="#">A3: Reflective Journal</a>	20%	As per class schedule

Name	Weighting	Due
<a href="#"><u>A2: Simulation Game</u></a>	20%	See class schedule

## A4: Final Exam

Due: **as per exam timetable**

Weighting: **30%**

The duration of the exam is 3 hour plus 10 minutes held during the exam period. It will consist of short answer questions and case studies

On successful completion you will be able to:

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## A1: Case Studies

Due: **See class schedule**

Weighting: **30%**

### Submission

Each student to individually complete three (3) case studies during the semester.

Case 1 due - **4 April**

Case 2 due - **12 May**

Case 3 due - **26 May**

All cases to be submitted to Turnitin online by 11:59pm on the due date. Full details of the case study requirements can be found on iLearn

### Criteria

As per the assessment guidelines on iLearn website.

### Penalty

Late submissions will be penalised 10% for every day overdue

## Case Study Length:

Maximum length 10 pages excluding appendices, cover page and table of contents for each case study

On successful completion you will be able to:

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- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## A3: Reflective Journal

Due: **As per class schedule**

Weighting: **20%**

### Submission

Reflective writing enables the documentation of experiences, thoughts, questions, ideas and conclusions that signpost your learning journey. During the Blue Ocean Strategy Simulation all students are required to keep a private reflective journal of their activities and thoughts after each round of the game.

- Submit Red Round by 4 April
- Submit Blue Round 1& 2 9 April
- Submit Final Reflective Journal by 28<sup>th</sup> April. All submission times are by 11.59 pm

### Criteria

As per the assessment guidelines on iLearn website.

### Penalty

Refer to Assessment guideline on iLearn. Non submission of the interim journals (i.e. Red Round and Blue Round1-2) without prior approval in writing will be subject to a maximum penalty of 40% of the final mark (i.e. 20% for each non submission). Maximum length of final journal 30

pages. Late submission of final reflective journal will be penalised 10% per day for each day that the assignment is late.

On successful completion you will be able to:

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## A2: Simulation Game

Due: **See class schedule**

Weighting: **20%**

### Submission:

The Blue Ocean Marketing Strategy simulation is an online game which requires teams to make a series of complex, real world marketing decisions over a simulated period of 9 years. It places teams in a dynamic competitive environment in which they must devise and pursue their own strategies and react to the moves of competitors. Submissions made via BOSS web site from weeks 3 to 6.

### Marking Criteria

The 20% assessment will be based on your final team Share Price Index (SPI) at the end of Blue Round 3. Individual marks for each student will be subjected to peer review by group members. Peer review scores will be averaged and used to adjust raw group marks. Group marks will be based on a ranking of all teams in the unit unless modified by the peer review process.

On successful completion you will be able to:

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;

## Delivery and Resources

### CLASSES

This unit in Semester 1 is taught in intensive mode: That is, there are 13 seminars taught over 7 weeks. This means that each student must attend 2 seminars each week for the first six weeks and one seminar in week seven immediately after the mid-semester break.

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

Class size will be limited to 50 for each stream.

Seminar 1: Monday	3pm-6pm	C5C 209 Rm	Lecturer: Lawrence Potter
Thursday	5pm-8pm	C5C 209 Rm	
Seminar 2: Monday	11am-2pm	C5C 209 Rm	Lecturer: David Gray
Friday	10am-1pm	C5C 209 Rm	
Seminar 3: Tuesday	6pm-9pm	C5C 209 Rm	Lecturer: Wayne Kingston
Friday	2pm-5pm	C5C 209 Rm	
Seminar 4: Tuesday	6pm-9pm	W6B w357 Rm	Lecturer: Brenton Price
Thursday	6pm-9pm	W6B w357 Rm	

- **Requirement:** Due to the intensive mode teaching students are required to at least 10 of the 12 seminars – failure to do so will lead to major deduction from your group-work Once the seminar groups are formed, students cannot change their classes. Attendance will be taken in seminar class.
- Medical certificates must be provided if you are not able to attend a class without incurring a penalty.
- Students are expected to arrive on time, and not to leave until the class ends.
- If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF and not simply set to 'silent'.
- All laptops must be turned OFF in class.

- Students who disturb or disrupt in class sessions will be asked to leave.
- All students have to complete one peer assessment for the Blue Ocean Strategy Simulation (BOSS).
- The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

**Prescribed texts:**

- Kerin, R.A., and Peterson, R.A. (2013). *Strategic Marketing Problems Cases and Comments, International Edition*, 2013, Pearson. ISBN-13 9780273768944.
- Kim, W. and Mauborgne, R. 2005, *Blue Ocean Strategy*, McGraw Hill

The lecture stream follows the chapters and case studies Kerin and Peterson (2013) text. It will be assumed that you will have read the chapters assigned each week prior to attending lectures.

The tutorial stream and Blue Ocean Strategy Simulation are taken directly from this Kim et al. (2005) text. It will be assumed that you will have read the chapters assigned each week prior to attending tutorials.

**Prescribed unit materials:** Online Student Guides for the Blue Ocean Strategy Simulation .

**Recommended supplementary texts:**

- Hooley, G., Piercy, N., Nicoulaud, B. 2012, *Marketing Strategy and Competitive Positioning*, 5th Ed., Prentice Hall.
- Cravens, D. and Piercy, N. 2012, *Strategic Marketing*, 10<sup>th</sup> Ed., McGraw Hill.
- Mullins J., Walker O., Boyd H., and Larréché J.-C., 2006 *Marketing Management: A Strategic Decision-Making*

**TECHNOLOGY USED AND REQUIRED**

- Students are required to learn how to use power point, word processing, iLearn and the Blue Ocean Strategy Simulation Game. No recording devices are to be used by students to record lecture notes without the permission of the lecturer.

**UNIT WEB PAGE**

The web page for this unit can be found at: iLearn <http://ilearn.mq.edu.au>



## Unit Schedule

### Weekly Schedule of Classes MKTG303 Semester 1, 2014

Seminar	Week Begin	Lecture Topic	Tutorial/Assessment
1	3 March	<p><b>Introduction to Marketing Strategy-</b></p> <p><b>Kerin &amp; Peterson Ch. 1</b></p>	<ol style="list-style-type: none"> <li>1. Form Groups (5-6 max)</li> <li>2. Complete Team Agreement</li> <li>3. <b>Blue Ocean Strategy Introduction - Kim and Mauborgne (2005) Ch 1-2</b></li> </ol>
2	3 March	<p><b>Profitability and Financial Management</b></p> <ul style="list-style-type: none"> <li>· <u>Productivity Measures</u></li> <li>· Balanced Scorecard</li> <li>· Financial Management</li> </ul> <p><b>Kerin &amp; Peterson Ch. 2</b></p>	<p><b>Blue Ocean Strategy Guide</b></p> <ul style="list-style-type: none"> <li>· Introduction/User Guide</li> <li>· Registration Process</li> </ul>
3	10 March	<ol style="list-style-type: none"> <li>1. <b>Marketing Decision Making and Case Analysis - Kerin &amp; Peterson Ch. 3 Blue Ocean Strategy</b></li> <li>2. <b>Kim and Mauborgne (2005) Chapter 3</b></li> </ol>	<p><b>Kerin &amp; Peterson Ch. 2 Exercises: 1, 7 and 8</b></p>
4	10 March	<ol style="list-style-type: none"> <li>1. <b>Opportunity Analysis, Market Segmentation, and Market Targeting -Kerin &amp; Peterson Ch. 4</b></li> <li>2. Blue Ocean Strategy Kim and Mauborgne (2005) Chapter 4</li> <li>3. Overview of BOSS Reflective Journal</li> </ol>	<p><b>Practice Case 1</b></p> <p>Dr Pepper Snapple Group, Inc: Energy Beverages-</p> <p>Kerin &amp; Peterson page 105</p>

5	17 March	<p>1. <b>Product and Service Strategy and Brand Management - Kerin &amp; Peterson Ch. 5</b></p> <p>2. Blue Ocean Strategy - Kim and Mauborgne (2005) Chapter 5</p>	<b>BOSS Practice Round</b>
6	17 March	<p><b>Integrated Marketing Communications Strategy and Management</b></p> <p><b>Kerin &amp; Peterson Ch. 6</b></p> <p>Blue Ocean Strategy</p> <p>Kim and Mauborgne (2005) Chapter 6</p>	<b>BOSS Practice Round</b>
7	24 March	<p><b>Marketing Channels and Supply Chain Strategy &amp; Management</b></p> <p><b>Kerin &amp; Peterson Ch. 7</b></p>	<b>BOSS RED ROUND</b>
8	24 March	<p><b>Pricing Strategy and Management</b></p> <p><b>Kerin &amp; Peterson Ch. 8</b></p>	<p><b>Practice Case 2</b></p> <p>Mary Kay India: The Hair Care Product Line Opportunity- Kerin &amp; Peterson page 163</p>

Seminar	Week Begin	Lecture Topic	Tutorial Tasks / Readings
9	31 March	<p><b>Managing Strategic Relationships</b></p> <p><b>Strategic Customer Management – Hooley Ch 15</b></p> <p><b>Strategic Alliances and Networks – Hooley Ch 16</b></p>	<p><b>BOSS BLUE ROUND 1 -</b></p> <p><b>BOSS BLUE ROUND 2</b></p>

10	31 March	<p><b>Global Marketing Strategy and Management</b></p> <p><b>Kerin &amp; Peterson Ch. 10</b></p>	<p><b>Assessment (A1)- Case 1 Due 4 April by 11.59pm</b></p> <p><b>Astor Lodge &amp; Suites, Inc (10%) – Kerin &amp; Peterson page 338</b></p>
11	7 April	<p><b>Marketing Strategy Reformulation: The control Process</b></p> <p><b>Kerin &amp; Peterson Ch. 9</b></p> <p><b>Executing Blue Ocean Strategy</b></p> <p><b>Kim and Mauborgne (2005) Chapters 7,8,9</b></p>	<p><b>BOSS BLUE ROUND 3</b></p>
12	7 April	<p><b>Corporate Social Responsibility</b></p> <p><b>Hooley Ch 18</b></p>	
13	28 April	<p><b>Course Summary and Review</b></p>	<p><b>Submit A3 Assessment</b></p> <p><b>Blue Ocean Reflective Journal (20%) 28<sup>th</sup> April by 11.59pm</b></p>
5 May			
12 May			<p><b>Assessment (A1)- Case 2 – Sonance at a turning point (10%) – Kerin &amp; Peterson page 577 Due : 12 May by 11.59pm</b></p>
19 May			
26 May			<p><b>Assessment (A1)- Case 3 – Nundies (10%) – Kerin &amp; Peterson page 593</b></p> <p><b>Due : 26 May by 11.59pm</b></p>
2 June			

9 June

## Learning and Teaching Activities

### Seminar

Lecturers and tutorials combined from staff

### Simulation activities

Participation in the decision-making aspects re the development of a Blue Ocean strategy over 9 periods

### Workshop Activities

Students to work through case studies and exercises during seminars

### Personal Reading

Reading through journal articles, textbooks and online resources

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

### Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## Learning outcomes

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## Learning outcomes

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

## Learning outcomes

- Assess marketing strategies from the standpoint of growth, market share, and

profitability; and within the context of the market environment;

- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

### Learning outcomes

- Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
- Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

## Research and Practice

This unit uses research from external sources and Macquarie University researchers as listed in the references lists on iLearn.

## Changes since First Published

Date	Description
04/03/2014	Changes were made in the Policies and Procedures section.