Contents

General Information 2
Learning Outcomes 3
Assessment Tasks 3
Delivery and Resources 5
Unit Schedule 7
Policies and Procedures 10
Graduate Capabilities 12
Research and Practice 16
General Information

Unit convenor and teaching staff
Other Staff
Stephen Erichsen
stephen.erichsen@mq.edu.au
Contact via stephen.erichsen@mq.edu.au
Thursdays 430-600pm

Unit Convenor
Scott Koslow
scott.koslow@mq.edu.au
Contact via scott.koslow@mq.edu.au

Credit points
3

Prerequisites
(MKTG202 or MKTG203 or MKTG204 or MKTG208 or MKTG210 or MKTG213 or BBA203 or BBA213) and (STAT122 or STAT170 or STAT171 or PSY122)

Corequisites
MKTG303

Co-badged status

Unit description
This unit is structured as a semester-long team-based project. It integrates the materials that are covered in first and second year marketing units. It’s objectives are to investigate what kinds of factors influence the competitive positioning of an industry, and the firms within it, to achieve a sustainable competitive advantage. It explores the kinds of “Blue-Ocean” strategies that can be developed to assist a firm to re-construct its existing competitive market boundaries. It addresses the scope and application of corporate social responsibility (CSR) and its use as a mechanism to achieve a sustainable competitive advantage. The class is conducted through workshops and discussions where students are taught to write a research paper around an industry of their 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.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/
Learning Outcomes

1. Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation

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

3. Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.

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

5. Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid sem. theo. assignment</td>
<td>20%</td>
<td>Week 7, Sunday 16 Sept</td>
</tr>
<tr>
<td>Individual Progress Report</td>
<td>10%</td>
<td>Week 9, Sunday 14 Oct</td>
</tr>
<tr>
<td>Reflective Journal</td>
<td>25%</td>
<td>26 Aug &amp; 18 Nov</td>
</tr>
<tr>
<td>Group Report</td>
<td>45%</td>
<td>Week 12-13 &amp; 11 Nov</td>
</tr>
</tbody>
</table>

Mid sem. theo. assignment

Due: **Week 7, Sunday 16 Sept**

Weighting: **20%**

This Assessment Task relates to the following Learning Outcomes:
- Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

• Enhance awareness of marketing's contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Individual Progress Report
Due: **Week 9, Sunday 14 Oct**
Weighting: **10%**

**Submission**

**Extension**

**Penalties**

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:
• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
• Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.
• Enhance awareness of marketing's contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Reflective Journal
Due: **26 Aug & 18 Nov**
Weighting: **25%**

This Assessment Task relates to the following Learning Outcomes:
• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces
• Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.
• Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Group Report
Due: Week 12-13 & 11 Nov
Weighting: 45%

This Assessment Task relates to the following Learning Outcomes:
• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
• Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.
• Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Delivery and Resources

Classes
• The unit is comprised of:
  1.7 x 2 hour lectures in weeks 1 to 7.
  2.6 x 2 hour consultation times in weeks 8 to 13.
  3.12 tutorials in weeks 2 to 13.
• Minimum 60 hours on a marketing project for either a Not-for-profit organizations, Government agencies, companies, and industry partner or other relevant organisation,
Prizes
Prizes for this unit:
http://www.businessandeconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

Required and Recommended Texts and/or Materials

Prescribed text


It will be assumed that you will have read the chapters assigned each week prior to attending lectures. The text covers some of the basic material and provides numerous examples.

Recommended supplementary texts:


Additional References - available at the library


Unit Web Page

The web page for this unit can be accessed via the “login” button on http://ilearn.mq.edu.au

Teaching and Learning Strategy

• The unit is taught in lecture and tutorial format.
• What is expected from students? Attend tutorials; read in advance; prepare case studies and questions for tutorials; follow current developments in the media; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject. Work effectively individually and in small groups.

Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Topic</th>
<th>Readings/ Specific Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1, 30 July</td>
<td><strong>Introduction to Marketing Strategy Project</strong></td>
<td><strong>No tutorial in Week 1</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Class Organization/ Intro</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Course Assignment &amp; Overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 2, 6 August</td>
<td><strong>Introduction to BOS</strong></td>
<td></td>
<td>Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Chapter 1</td>
</tr>
<tr>
<td></td>
<td>1. Creating Blue Oceans</td>
<td>Group Formation</td>
<td>and Chapter 2</td>
</tr>
<tr>
<td></td>
<td>2. Overview of analytical Tools and Frameworks</td>
<td>Overview of assignment, tutorials and consultations.</td>
<td></td>
</tr>
<tr>
<td>Week 3, 13 August</td>
<td><strong>Client Partner Presentation 1</strong></td>
<td><strong>BOS</strong> 3. Reconstruct Market Boundaries</td>
<td>Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Formulating BOS. Chapter 3</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------------------------</td>
<td>------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Week 4, 20 August</td>
<td><strong>Client Partner Presentation 2</strong></td>
<td><strong>BOS</strong> 4. Strategic Canvas</td>
<td>Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Formulating BOS. Chapter 4.</td>
</tr>
<tr>
<td>Week 5, 27 August</td>
<td><strong>Client Partner Presentation 3</strong></td>
<td><strong>BOS</strong> 5. Reach Beyond Existing Demand</td>
<td>Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Formulating BOS. Chapter 5.</td>
</tr>
<tr>
<td>Week 6, 3 September</td>
<td><strong>BOS</strong> 1. Get the Strategic Sequence Right</td>
<td><strong>BOS</strong> 7 and 8 Executing BOS</td>
<td>Kim &amp; Mauborgne 2005, “Blue Ocean Strategy”, Chapter 6, 7 and 8.</td>
</tr>
<tr>
<td>Week 7, 10 September</td>
<td>Corporate Social Responsibility and Competitive Positioning</td>
<td>Overview of BOS and Mid Semester Assignment</td>
<td>Kim &amp; Mauborgne 2005, “Blue Ocean Strategy”, Chapter 9</td>
</tr>
</tbody>
</table>

What is the link between competitive advantage and corporate social responsibility? | Porter and Kramer (2011) Shared Value |
<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorial Topics</th>
<th>Readings/ Specific Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 8, 1 October</td>
<td>Masters Project Consultation Seminars</td>
<td>Draft report consultation</td>
<td></td>
</tr>
<tr>
<td>Week 9, 8 October</td>
<td>Masters Project Consultation Seminars</td>
<td>Draft report consultation</td>
<td></td>
</tr>
<tr>
<td>Week 10, 15 October</td>
<td>Masters Project Consultation Seminars</td>
<td>Draft report consultation</td>
<td></td>
</tr>
<tr>
<td>Week 11, 22 October</td>
<td>Masters Project Consultation Seminars</td>
<td>Draft report consultation</td>
<td></td>
</tr>
<tr>
<td>Week 12, 29 November</td>
<td>Group Marketing Project Presentations Groups</td>
<td>Group Marketing Project Presentations Groups</td>
<td>Each Group will make a 20 minute presentation (including questions) that summarises their findings and recommendations.</td>
</tr>
</tbody>
</table>
Week 13, 5 November

Group Marketing Project Presentations Groups

Each Group will make a 20 minute presentation (including questions) that summarises their findings and recommendations.

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:


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

Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.

UniWISE provides:

- Online learning resources and academic skills workshops http://www.mq.edu.au/learning_skills/
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

Student Enquiry Service

Details of these services can be accessed at http://www.student.mq.edu.au/ies/.
Equity Support
Students with a disability are encouraged to contact the Disability Support Unit who can provide appropriate help with any issues that arise during their studies.

IT Help
If you wish to receive IT help, we would be glad to assist you at 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 and it outlines what can be done.

Graduate Capabilities
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

• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
• Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

Assessment tasks

• Mid sem. theo. assignment
• Individual Progress Report
• Reflective Journal
• Group Report

Engaged and Ethical Local and Global citizens
As local citizens our graduates will be aware of indigenous perspectives and of the nation’s historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded,
sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

**Learning outcome**

- Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

**Assessment tasks**

- Mid sem. theo. assignment
- Individual Progress Report
- Reflective Journal
- Group Report

**Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

**Learning outcomes**

- Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

**Assessment tasks**

- Mid sem. theo. assignment
- Individual Progress Report
- Reflective Journal
- Group Report
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**

- Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

**Assessment tasks**

- Individual Progress Report
- Reflective Journal
- Group Report

Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

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
- Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility
Assessment tasks

• Reflective Journal
• Group Report

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

• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
• Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
• 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

• Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
• Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.

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

**Assessment tasks**

- Mid sem. theo. assignment
- Individual Progress Report
- Reflective Journal
- Group Report

**Capable of Professional and Personal Judgement and Initiative**

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

**Learning outcomes**

- Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation
- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.
- 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 gives you opportunities to conduct your own research as part of an industry collaboration for the final project.