



MKTG706

Applied Marketing Strategy

S2 Day 2019

Department of Marketing

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General Information

Unit convenor and teaching staff

Ralf Wilden

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Contact via Contact via via Email

4 Eastern Road, Level 2 Room 253

Thursday 2-3pm; meetings need to be arranged via email

Credit points

4

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Unit description

In today's changing marketplace, with firms facing intense competition and changing customer demands, firms need to scan the market for business opportunities. Orchestrating the right combination of strategies for expansion, extension, and diversification, as well as choosing the right business environment to compete in, are important to achieve organisational goals. This unit develops practical competencies to create and sustain superior performance in the market through marketing strategy. It focuses on two crucial issues in marketing strategy: identifying target markets and creating differential advantages. The unit equips students with practical skills to develop marketing within firms as a strategic force rather than just as an operational department.

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:

Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.

Assess and critically analyse information relevant to strategic marketing decisions.

Communicate ideas to potential stakeholders individually and in a group setting to

address marketing strategy challenges.

Synthesise literature streams and conduct a research project

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Case study analysis</u>	30%	No	Week 6
<u>Group Presentation</u>	30%	No	Weeks 10 to 11
<u>Individual Project</u>	40%	No	Week 13

Case study analysis

Due: **Week 6**

Weighting: **30%**

Assessment summary

Task description: The case study analysis allows you to analyse a case using theoretical strategic marketing principles to identify practical strategic marketing recommendations. At the conclusion of this assignment, you will be able to apply theory to practice in order to solve and defend your proposed recommendations to the case questions.

Due date: Week 6

Type of collaboration: Individual

Submission: Please submit via Turnitin link on iLearn.

Format: Extended written response

Length: 2000 words

Submitting an application for Special Consideration and having it approved does not guarantee that you will secure your mark for this assessment.

Late Submissions

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

More detailed information on the assessment tasks and marking guidelines will be provided on iLearn. It is compulsory to regularly check iLearn for updated information.

Satisfactory completion of unit

Students are expected to complete all assessment tasks for this subject. Successful completion

of this unit requires the student to achieve at least 50% in total in the assessment tasks offered.

On successful completion you will be able to:

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.

Group Presentation

Due: **Weeks 10 to 11**

Weighting: **30%**

Assessment summary

Task description: The group presentation gives you the opportunity to demonstrate your ability to persuasively present innovative strategic marketing recommendations in response to a brief provided by an industry partner. Students will need to demonstrate their understanding and application of marketing strategy concepts, critically evaluating the business scenario facing the firm, in order to recommend appropriate strategic actions.

Due Date: Presentation slides are due week 10. No alteration to presentation slides can be made after the submission date. Group presentations will take place in class in weeks 10 and 11. Groups will be advised of their presentation day after the groups have been formed. Every group member is required to participate.

Type of collaboration: Group and individual. This assessment task will be marked in the following ways: 15 of the total 30 - The group as a whole will be marked according to the quality of the final presentation that will be delivered in class. The remaining 15 of the total 30 - each group member will be marked according to how well the individual group member deals with questions from both the audience and the lecturer and the individual quality of the presentation.

Submission: Presentation slides are to be submitted by one team member via the relevant Turnitin link on iLearn. As part of the submission, the group is also required to provide, on one page, a statement of exactly what each member did for this task, signed off by each member of the group. If there are sizeable discrepancies concerning contributions within the group, the lecturer reserves the right to apportion marks unequally.

Format: Powerpoint presentation.

Length: 25 minute presentation (15 minutes presentation + 10 minutes question and answer).

On successful completion you will be able to:

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to

address marketing strategy challenges.

Individual Project

Due: **Week 13**

Weighting: **40%**

Assessment summary

Task description: Students are required to write an essay that analyses the development and application of marketing strategy theory and practice. Select an article from a scholarly journal/ business magazine, which is relevant to aspects of one or more topics covered in the unit. Students need to identify the main issue discussed in the article and relate it to relevant marketing strategy theory (or theories). They need to prepare a written critical evaluation of the main theme discussed in the article, how it reinforces or challenges the theory and the implications of the findings for practitioners.

Due Date: Week 13

Type of Collaboration: Individual assessment.

Submission: Please submit via the relevant Turnitin links on iLearn.

Format: Formal written response

Length: 2,500 words.

Submitting an application for Special Consideration and having it approved does not guarantee that you will secure your mark for this assessment.

Late Submissions

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for Special Consideration is made and approved. No submission will be accepted after solutions have been posted.

More detailed information on the assessment tasks and marking guidelines will be provided on iLearn. It is compulsory to regularly check iLearn for updated information.

Satisfactory completion of unit

Students are expected to complete all assessment tasks for this subject. Successful completion of this unit requires the student to achieve at least 50% in total in the assessment tasks offered.

On successful completion you will be able to:

- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.
- Synthesise literature streams and conduct a research project

Delivery and Resources

Delivery Mode

3-hour workshop delivered on a weekly basis.

Required and Recommended Texts and/or Materials

Walker, Gountas, Mavondo & Mullins, Marketing Strategy 3rd edition McGraw-Hill Education, Australia

- Number and length of classes: 3 hours face-to-face teaching and online per week for 13 weeks, consisting of lectures and student presentations
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Students are expected to read the weekly reading material and participate in lectures, class activities and discussions. Attendance will be taken in class.
- To avoid incurring a penalty, medical certificates must be provided if you are not able to attend a class.

Inherent Requirement (i.e. Compulsory Requirement)

Unit Webpage:

<https://ilearn.mq.edu.au>

Other optional resources

We have also provided additional material in the iLearn unit (articles, book chapters and video links) as a resource for you. These supplementary unit materials are not compulsory and have been provided as extra resources should you be particularly interested in a topic.

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Unit Schedule

Weekly Schedule - Note: * Compulsory Reading

Week	Topic	Readings
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1	Thinking Strategically: Creating Value through Marketing Strategy	<p>* Chapter 1 Market-oriented perspectives underlie successful corporate, business and marketing strategies</p> <p>* Varadarajan & Clark (1994), "Delineating the Scope of Corporate, Business, and Marketing Strategy", <i>Journal of Business Research</i>, 31 (2-3), 93-10</p> <p>* Morgan (2012), "Marketing and Business Performance", <i>Journal of the Academy of Marketing Science</i>, 40, 102-119.</p> <p>Porter, M. (1996). "What is strategy?", <i>Harvard Business Review</i>, 74, 61-78</p>
2	Understanding your organisation	<p>* Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage," <i>Journal of Management</i>, 17 (1), 99-120</p> <p>Teece, D. (2007) "Explicating Dynamic Capabilities: The Nature and Microfoundations of (sustainable) Enterprise Performance", <i>Strategic Management Journal</i>, 28, 1319-1350.</p> <p>* Collis, D. J., & Montgomery, C. A. (2008). <i>Competing on Resources</i>. <i>Harvard Business Review</i>, 86(7,8), 140-150.</p> <p>Prahalad, C. K., & Hamel, G. (1999). <i>The core competence of the corporation Knowledge and strategy</i> (pp. 41-59): Elsevier.</p>
3	Understanding the characteristics of current and potential customers	<p>* Chapter 6 Targeting attractive market segments</p>
4	Understanding your market - the competition and the external environment	<p>* Chapter 4 Understanding market opportunities</p> <p>Chapter 5 Measuring market opportunities: forecasting and market knowledge</p> <p>* Porter, M. (2008) <i>The Five Competitive Forces that shape strategies</i>, <i>Harvard Business Review</i>, January</p> <p>McGahan, A., & Porter, M. (1997). <i>How much does industry matter, really?</i> <i>Strategic Management Journal</i>, 18, 15.</p> <p>D'Aveni, R. A. (2007). <i>Mapping your competitive position</i>. <i>Harvard business review</i>, 85(11), 110-120, 154.</p>
5	Designing corporate strategies	<p>* Chapter 2 Corporate strategy decisions and their marketing implications</p> <p>Adner, R., & Helfat, C. (2003). <i>Corporate Effects and Dynamic Managerial Capabilities</i>. <i>Strategic management journal</i>, 24(10), 1011 - 1025.</p> <p>Campbell, A., Goold, M., & Alexander, M. (1995). <i>Corporate strategy: The quest for parenting advantage</i>. <i>Harvard business review</i>, 73(2).</p> <p>* Zook, C., & Allen, J. (2003). <i>Growth outside the core</i>. <i>Harvard business review</i>, 81(12), 66-75.</p>
6	Designing competitive positioning strategies	<p>* Chapter 3 Business strategies and their marketing implications</p> <p>* Chapter 7 Differentiation and brand positioning</p> <p>Miles, R. E., Snow, C. C., Meyer, A. D., & et al. (1978). <i>Organizational Strategy, Structure, and Process</i>. <i>Academy of Management. The Academy of Management Review</i>, 3(3), 546.</p> <p>McGrath, R. G. (2013). <i>Transient advantage</i>. <i>Harvard Business Review</i>, 91(6), 62-70.</p> <p>Phadnis, S., Caplice, C., & Sheffi, Y. (2016). <i>How scenario planning influences strategic decisions</i>. <i>MIT Sloan Management Review</i>, 57(4), 24.</p> <p>* Bingham Eisenhardt, K., & Furr, N. (2011). <i>Which strategy when</i>. <i>MIT Sloan Management Review</i>, 53(1), 77-78.</p> <p>Aaker, D., & Aaker, J.L. (2016) <i>What are your signature stories?</i>. <i>California Management Review</i>, 58(3), 49-65.</p>

7	Creating value & growth through market expansion	<p>* Chapter 10 Strategies for mature and declining markets</p> <p>Chapter 11 Marketing strategies for the digital economy</p> <p>* Gupta & Govindarajan (2000) "Managing global Expansion. A conceptual framework", Business Horizons, 43(2), 45-54</p> <p>* Ghemawat, P. (2001). Distance still matters. Harvard Business Review, 79(8), 137-147.</p>
Mid- Semester Break		
8	Creating value & growth through innovation	<p>* Chapter 8 Marketing strategies for new market entries</p> <p>Chapter 9 Strategies for growth markets</p> <p>* Randhawa, K., Wilden, R., & Hohberger, J. (2016). A Bibliometric Review of Open Innovation: Setting a Research Agenda. Journal of Product Innovation Management, 33(6), 750-772.</p> <p>Chesbrough, H. W. (2011). Bringing open innovation to services. MIT Sloan Management Review, 52(2), 85.</p> <p>Wilden, R., Akaka, M. A., Karpen, I. O., & Hohberger, J. (2017). The Evolution and Prospects of Service-Dominant Logic. Journal of Service Research, 20(4), 345-361.</p> <p>King, A. A., & Baatartogtokh, B. (2015). How useful is the theory of disruptive innovation? MIT Sloan Management Review, 57(1), 77.</p> <p>* Chan, KW & Mauborgne, R 2009. How Strategy Shapes Structure, Harvard Business Review 87 (9): 72.</p>
9	Contemporary issues in marketing strategy	<p>Baron, D. P. (1995). Integrated strategy: Market and nonmarket components. <i>California Management Review</i>, 37(2), 47-65</p> <p>* Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. Harvard Business Review, 84(12), 78-92.</p> <p>Chakravorti, B. (2017). How companies can champion sustainable development. Harvard Business Review(14/04).</p> <p>Levesque, N., & Boeck, H. (2017). Proximity marketing as an enabler of mass customization and personalization in a customer service experience. In <i>Managing Complexity</i> (pp. 405-420).</p> <p>Reed, P. et al. (2015). <i>Developing and Maintaining Long-Term Customer Relationships</i>. In Strategic Marketing (pp. 365-393). Cengage Learning.</p> <p>* Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. <i>Journal of Interactive Marketing</i>, 18(3), 5-14.</p>
10	Group Presentations	Group presentation dates and times will be announced on iLearn
11	Group Presentations	Group presentation dates and times will be announced on iLearn
12	Putting strategy into action	<p>* Chapter 12 Organising and planning for effective implementation</p> <p>* Chapter 13 Measuring and delivering marketing performance</p>
13	Bringing it all together	* Hambrick, DC & Fredrickson, JW 2001. Are You Sure You Have a Strategy?, The Academy of Management Executive 15 (4): 48-59.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

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) 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

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

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

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.
- Synthesise literature streams and conduct a research project

Assessment tasks

- Case study analysis
- Group Presentation
- Individual Project

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.
- Synthesise literature streams and conduct a research project

Assessment tasks

- Case study analysis
- Group Presentation
- Individual Project

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Synthesise marketing theories to creatively formulate and implement marketing strategies that respond to market opportunities.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.
- Synthesise literature streams and conduct a research project

Assessment tasks

- Case study analysis

- Group Presentation
- Individual Project

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Communicate ideas to potential stakeholders individually and in a group setting to address marketing strategy challenges.
- Synthesise literature streams and conduct a research project