MGSM817

Strategic Marketing

Term 1 North Ryde 2019

Department of Marketing

Contents

General Information 2

Learning Outcomes 2

General Assessment Information 3

Assessment Tasks 3

Delivery and Resources 8

Unit Schedule 9

Policies and Procedures 11

Graduate Capabilities 12

Changes from Previous Offering 14

Alignment with MGSM's mission-driven attributes 15

Attendance Policy (MGSM) 15

Content Disclaimer 15

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General Information

Unit convenor and teaching staff
Lecturer
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By appointment

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Credit points
4

Prerequisites
MGSM820 or MGNT607

Corequisites

Co-badged status

Unit description
This unit provides students with a systematic approach to evaluate and apply advanced marketing frameworks, concepts and methods to make strategic marketing decisions that sustain a broader corporate strategy; building on tactical marketing areas covered in other units, such as marketing communication, market research and CRM. As such, we focus on how to develop, design and adapt marketing strategy within the constraints of a company's overall objectives, business model, competitive environment, life-cycle stage of the market and relationship with its customers and stakeholders.

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:

Apply advanced strategic marketing frameworks and concepts to make strategic marketing decisions that are robust and well-informed and support the broader corporate strategy.

Creatively and ethically balance the organisation's strategic marketing vision, values and

practices, with the demands and opportunities of other, diverse cultures, stakeholders and markets.

Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

General Assessment Information

Marking criteria will be made available in class/ iLearn

Assessment Tasks

Name	Weighting	Hurdle	Due
Strategy Workbook	10%	No	15 March 2019
MarkStrat Performance	15%	No	Each Session
MarkStrat Performance Review	15%	No	Session 10
Audit Report	20%	No	15 March 2019
Final Examination	40%	No	18-24 March 2019

Strategy Workbook

Due: **15 March 2019**
Weighting: **10%**

The strategy workbook component commences in the second session.

Students will apply concepts discussed in class to a product/company of their choice. Over the sessions, the Strategy Workbook will help students to identify the areas of marketing strategy that pose critical threats and opportunities to their chosen product/company. At the conclusion of the coursework, students will use the content of their strategy workbook as a starting point for their marketing strategy audit and plan.

Submission: Submission method for each assessment task is specified (i.e. submission will be done in iLearn). You should submit an electronic copy of your assignment by **the indicated due date/time** into iLearn. The electronic copy will be submitted to automatic plagiarism software (Turnitin).

Late submission statement: Late submissions will be penalised up to 10% per day unless you have applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances. Since most of us suffer from constant pressure of work, it would not be considered an ‘exceptional circumstance’.

On successful completion you will be able to:

- Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

MarkStrat Performance

Due: **Each Session**
Weighting: **15%**

Students will participate in the computer-based marketing management and strategy simulation Markstrat Online. It is a sophisticated marketing simulation that provides a challenging decision-making exercise in which complex strategic marketing decisions must be made within a competitive and realistic context. Students will participate in their allocated study group and, as a group, will manage their hypothetical firm in competition with other teams over the course of the program. The objective of this exercise is to place students into a realistic operating environment that requires the integration of complex strategy, marketing research, planning and decision-making. Groups will be evaluated on the basis of their overall strategies and competitive results. Groups are expected to be democratic and self-managing. The decision rules of the game are detailed and extensive. Thus, it is essential that each student has access to a copy of the student manual and makes continual reference to it. The game requires seven decisions to be made simulating seven years of operations. Decisions will be made according to the program in this guide. Decisions must be received by due dates as the simulation closes at the time of the beginning of each lecture. Teams will also be expected to give an informal debrief outlining their initial strategies, where they went right (and wrong), their results and key conclusions.

The Markstrat licences will be supplied by MGSM. The licences and details will be distributed in the first class.

On successful completion you will be able to:

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MarkStrat Performance Review

Due: **Session 10**
Weighting: **15%**

Each company will present in class a briefing to the new team that will take over the management of their firm.

Each company will have a maximum of 20 minutes to verbally present and will also be required to submit an overview report (powerpoint slides will be acceptable) immediately after the presentation. The presentation component is worth 15%.

Mark allocation: The written assignment is worth 15% of your total grade. The final report will be marked as follows with no less than 50% of group work marks being based on individual performance: (This will be assessed based on peer assessment)

Analysis of past performance

1 marks

Main strategies pursued

2 marks

Main adjustments made to changes in the environment

3 marks

Key points learned through past successes and failures

4 marks

Recommendations for the future

3 marks

Delivery/style

2 marks

Total

15 marks maximum

On successful completion you will be able to:

- Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

Audit Report

Due: **15 March 2019**
Weighting: **20%**

You will be required to make recommendations for the future marketing strategy for the company/product you have been using as the focus of your strategy workbooks.

The purpose of the assignment is to give you practical experience in strategic marketing planning. For your assignment, you will:

- critically evaluate the current marketing strategy; this is an audit of the current marketing

strategy's strengths and weaknesses, given the overall company business plan and model, and the product/company's competitors and customers;

- identify strategic marketing alternatives for the company, over a 1 to 5 year time frame;
- make recommendations for key strategic marketing initiatives based on the theory/ practice we have covered in class, plus situational analysis and additional company specific data;
- recommendations may include changes to the branding or positioning of the company/ product, distribution, target segments, and or changes to its product portfolio, service delivery, etc;
- anticipate and document factors influencing the success or failure of the proposed strategy

Mark allocation: The written assignment is worth 20% of your total grade. Marks will be allocated as follows:

Identification of critical issues

max 5 marks

Quality, clarity and integration of strategic recommendations

max 10 marks

Use of primary and secondary data to support recommendations

max 5 marks

Total:

max 20 marks

Formatting and referencing: You should use normal assignment format: (e.g. one and a half spacing minimum, at least 2.5 cm/one inch margins and 12 point font). In the document, you should pay close attention to acknowledging all sources of data, especially existing internal company documents, plans, market research studies etc. You should also give careful attention to presentation and the use of appropriate essay style and format. In particular, you should cite any references fully and in an acceptable style e.g. following the style of The Journal of Marketing, or the European Journal of Marketing.

The word limit is absolute. Assignments which are longer than the prescribed limit will be penalised up to one grade.

Extra supportive material can be included as an appendix. Any appendices should be clearly numbered and referred to in the body of the report.

Submission: You should submit an electronic copy of your assignment by **the indicated due date/time** into iLearn. The electronic copy will be submitted to automatic plagiarism software (Turnitin).

You are also expected to submit one hard copy of your assignment by the same due date in the assignment dropbox which is located to the right of reception.

Late assignments will be penalised up to 10% per day unless you have applied for special consideration, and that application is considered acceptable. Applications for extensions must be made before the submission date, and will only be granted in exceptional circumstances. Since most of us suffer from constant pressure of work, it would not be considered an ‘exceptional circumstance’.

Please note that no extension will be given.

You will be given additional information about the suggested content and format of the assignment in our first session.

On successful completion you will be able to:

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- Creatively and ethically balance the organisation's strategic marketing vision, values and practices, with the demands and opportunities of other, diverse cultures, stakeholders and markets.

Final Examination

Due: **18-24 March 2019**
Weighting: **40%**

Duration: 3 hours plus 10 minutes reading time

The exam format will be CLOSED book, and will consist of a case study with a combination of essay style questions.

On successful completion you will be able to:

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- Critically analyse and evaluate existing internal and external customer and stakeholder

relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

Delivery and Resources

Required Text

Walker, O., Gountas, J., Mavondo, F., Kriz, A., Osborne, C. and Mullins, J., 2015, Marketing Strategy - A Decision-Focused Approach, 3rd Edition, McGraw Hill, ISBN: 9781743078778

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at http://www.coop.com.au

Students are also required to be familiar with Markstrat Simulation Users Guide (available on iLearn) and will be issued with a simulation license code.

Recommended Text

Hooley, G., Piercy, N. and Nicoulaud, B. (2008), Marketing Strategy and Competitive Positioning – 4th Edition, Prentice Hall.

Other Readings

Additional readings will be provided in class as required.

Useful references include the marketing academic journals i.e.

- Journal of Marketing
- Journal of Marketing Research
- Journal of Consumer Research
- Journal of Advertising
- Journal of Advertising Research

Trade publications:

- Marketing News
- Professional Marketing
- B&T Magazine
- Ad News

And general management journals:

- Harvard Business Review
- Sloan Management Review
- California Management Review

The American Marketing Association has an excellent website covering a range of marketing issues at https://www.ama.org/ including an online dictionary: https://www.ama.org/resources/Pages/Dictionary.aspx

Many of these references can be reached on-line through on-line databases such as EBSCOhost. For a direct link to the library databases, see the MGSM student home page under the section 'Research links'

Writing resources

If you lack confidence in writing in English, particularly academic writing and/or business reports, The Macquarie University Library provides three excellent web sites covering writing skills, researching online and a guide to citations and referencing http://www.students.mq.edu.au/support/learning_skills/

http://www.mq.edu.au/about/campus-services-and-facilities/library

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Unit Schedule

Class Times: Tuesday evenings starting 8th January, 2019, 6:00pm - 10:00pm. Wednesday afternoon 1.00pm - 5.00pm starting 9th January, 2019.

Session	Topic	Walker et al	Other readings
Laying the foundations for Marketing Strategy			
1	Introduction to marketing strategy	Chapter 1	Markstrat Student Manual Kumar, N. (2008). The CEO's Marketing Manifesto. Marketing Management, 17(6), 24-29
2	Fundamental decisions – who are we? What are we all about?	Chapters 2, 3	Rosenzweig, P. (2007). Misunderstanding the Nature of Company Performance: The Halo Effect and Other Business Delusions. California Management Review, 49(4), 6-20.

Session	Topic	Walker et al	Other readings
3	What's going on? Who to attack? Environmental and competitor analysis (Markstrat decision 1)	Chapter 4	Bock, T., and Uncles, M. (2002). A Taxonomy of Differences Between Consumers for Market Segmentation, International Journal of Research in Marketing, 19(3), 215-224. Christensen, C., Cook, S., and Hall, T. (2005). Marketing Malpractice, Harvard Business Review, 83(12), 74-83.
4	What makes us different? Sources of competitive advantage and weapons of war. (Markstrat decision 2)	Chapters 6, 7	Gilmore, J and Pine, B. (2007), Authenticity: What Consumers Really Want, Harvard Business School Press; Chapter 9, 179-218. Kapferer, J. N (2008). The New Strategic Brand Management – 4th edition , Kogan Page, Chapter 2, 31-49.
5	The marketing strategy toolkit. Segmentation, targeting, positioning and branding (Markstrat decision 3)		Hatch, M., and Schultz, M. (2009). Of Bricks and Brands: From Corporate to Enterprise Branding. Organizational Dynamics, 38(2), 117-130 Hooley, G., Piercy, N. and Nicoulaud, B. (2008), Marketing Strategy and Competitive Positioning – 4th Edition, Prentice Hall; Chapter 13, 371-392 Deschamps, J and Nayak, P (1995), Product Juggernauts, Harvard Business School Press; Chapter 3, 70-112. Michel, S., Brown, S., and Gallan, A. (2008). Service-Logic Innovations: How To Innovate Customers Not Products. California Management Review, 50(3), 49-65.
Strategic options			
6	Innovation strategies (Markstrat decision 4, 5)	Chapters 8, 9	Von Krogh, G and Cusumano. M. (2001). Three Strategies for Managing Fast Growth. MIT Sloan Management Review, 42(2), 53-61.
7	Competitive strategies (Markstrat decision 6)	Chapters 10, 11	Ritson, M. (2009). Should You Launch a Fighter Brand?. Harvard Business Review, 87(10), 86-94.
8	Strategies for maintenance and CRM (Markstrat decision 7)		Füller, J. (2010). Refining Virtual Co-Creation from a Consumer Perspective. California Management Review, 52(2), 98-122.
Strategy Implementation, Measurement and Improvement			Ambler, T. (2001), What does marketing success look like? Marketing Management, 10(1), 12-18.
9	Implementation and marketing ethics (Markstrat decision 8)	Chapters 12, 13	Kumar, N (2004) Marketing as Strategy, Chapter 8, 211-245.

Session	Topic	Walker et al	Other readings
Course Wrap-up			
10	Syndicate Group Presentations	n/a	
	18 - 19th March 2019	**Exam Week**	

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). 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). 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).

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

- Apply advanced strategic marketing frameworks and concepts to make strategic marketing decisions that are robust and well-informed and support the broader corporate strategy.
- Creatively and ethically balance the organisation's strategic marketing vision, values and

practices, with the demands and opportunities of other, diverse cultures, stakeholders and markets.
- Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

Assessment tasks

- Strategy Workbook
- MarkStrat Performance
- MarkStrat Performance Review
- Audit Report
- Final Examination

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

- Apply advanced strategic marketing frameworks and concepts to make strategic marketing decisions that are robust and well-informed and support the broader corporate strategy.
- Creatively and ethically balance the organisation's strategic marketing vision, values and practices, with the demands and opportunities of other, diverse cultures, stakeholders and markets.
- Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

Assessment tasks

- Strategy Workbook
- MarkStrat Performance
- MarkStrat Performance Review
- Audit Report
- Final Examination

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

- Apply advanced strategic marketing frameworks and concepts to make strategic marketing decisions that are robust and well-informed and support the broader corporate strategy.
- Creatively and ethically balance the organisation's strategic marketing vision, values and practices, with the demands and opportunities of other, diverse cultures, stakeholders and markets.
- Critically analyse and evaluate existing internal and external customer and stakeholder relationships, to generate strategic marketing strategies that create and deliver sustainable value across complex networks.

Assessment tasks

- Strategy Workbook
- MarkStrat Performance
- Audit Report
- Final Examination

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:

Assessment task

- MarkStrat Performance Review

Changes from Previous Offering

No changes from the previous offering

Alignment with MGSM's mission-driven attributes

Leadership: The unit develops skills required of leaders with respect to the synthesis of a wide array of marketing information in order to make well-informed and robust strategic decisions.

Global mindset: The unit enhanced my ability to assess the implications of strategic decisions from a whole of entity perspective, across of a wide spectrum of stakeholders.

Citizenship: The unit developed my ability to apply an ethical and fair view approach to marketing decision making.

Creating sustainable value: The unit demonstrated adoption of a forward-looking perspective on the impact of decisions on the position and performance of an organization.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.