



MGSM817

Strategic Marketing

Term 4 North Ryde 2019

Department of Marketing

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Disclaimer

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General Information

Unit convenor and teaching staff

Convenor/ Lecturer

John Parker

john.parker@mq.edu.au

Contact via Email

Thursday's 11am - 12pm

Lecturer

Nigel Barker

nigel.barker@mgsm.edu.au

Contact via 0408 890 174

Monday's 5pm - 6pm

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.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>MarkStrat</u>	30%	No	Simulation: Each Session / Reflection: Session 9
<u>Strategy Workbook</u>	10%	No	Session 7
<u>Audit Report</u>	20%	No	Session 10
<u>Final Examination</u>	40%	No	Final Exam Period

MarkStrat

Due: **Simulation: Each Session / Reflection: Session 9**

Weighting: **30%**

Part A: Markstrat Simulation Performance

Task Description: Students will participate in Markstrat - an online marketing management and strategy simulation. 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. Marks will be allocated based on the groups share price index (SPI) calculated by the simulation, along with the group's ability to submit their strategic decisions on time.

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 beginning of each seminar session. 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 and distributed in the first seminar.

Weighting: 15%

Due: Each Session

Type of collaboration: Group

Submission: Markstrat Simulation

Part B: Markstrat Performance Reflection

Task Description: Each group member must produce an individual reflection on how your Markstrat team worked, the challenges you faced, how those challenges were managed, and what you would do differently to improve your competitive position.

To help you write your reflection, you should keep a journal in which you document the current competitive environment, the problems and opportunities facing your brand portfolio, the market analysis you relied upon, the concepts and marketing strategy frameworks you used to help inform your strategic decision making, and the outcome of those strategic marketing choices. You should update this journal for each simulation decision period.

Weighting: 15%

Due: Session 9

Type of collaboration: Individual

Submission: Please submit via Turnitin link on iLearn. For students in 'block mode' it is due at the end of day 5. Specific dates will be provided on iLearn.

Format: Extended written response

Length: 2000 Words

More information and supplementary documents will be located on iLearn and will be discussed in class. Marking criteria is available on iLearn. No extensions will be granted. Late submission is subject to penalty.

On successful completion 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.
- 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.

Strategy Workbook

Due: **Session 7**

Weighting: **10%**

Task description: The strategy workbook component commences in the second session. Students will apply the 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 strategic marketing plan.

Type of collaboration: Individual

Submission: Please submit the completed workbook via Turnitin on iLearn. For students in 'block mode' it is due 1 week after day 3. Specific dates will be provided on iLearn

Format: Written response to seminal 'workshop questions' available on iLearn

More information and supplementary documents will be located on iLearn and will be discussed in class. Marking criteria is available on iLearn. No extensions will be granted. Late submission is subject to penalty.

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: **Session 10**

Weighting: **20%**

Task description: 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 deploying 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

Type of collaboration: Individual

Submission: Please submit via Turnitin link on iLearn. For students in 'block mode', it is due 1 week after day 5. Specific dates will be provided on iLearn.

Format: Extended written response

Length: 2500 words.

More information and supplementary documents will be located on iLearn and will be discussed in class. Marking criteria is available on iLearn. No extensions will be granted. Late submission is subject to penalty.

On successful completion 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.

Final Examination

Due: **Final Exam Period**

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:

- 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.

Delivery and Resources

Delivery Mode

This unit will be run in both 'Weekly Sessions' and 'Block Mode'.

Weekly sessions: 4-hour seminar sessions delivered on a weekly basis, over 10 weeks.

Block Mode: 8-hour sessions delivered over 5 days (each day is equivalent to 2 weekly sessions).

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

Session	Topic	Walker et al	Other readings
<i>Laying the foundations for Marketing Strategy</i>			
1	Introduction to marketing strategy	Chapter 1	Markstrat Student Manual Whitler, K. (2016) Developing a Superior Strategic Marketing Plan. Darden Business Publishing.
2	Fundamental decisions – who are we? What are we all about?	Chapters 2, 3	Kumar, N. (2008). The CEO's Marketing Manifesto. Marketing Management, 17(6), 24-29 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, <i>International Journal of Research in Marketing</i> , 19(3), 215-224. Christensen, C., Cook, S., and Hall, T. (2005). Marketing Malpractice, <i>Harvard Business Review</i> , 83(12), 74-83. Gilmore, J, and Pine, B. (2007), <i>Authenticity: What Consumers Really Want</i> , Harvard Business School Press; Chapter 9, 179-218.
4	What makes us different? Sources of competitive advantage and weapons of war. (Markstrat decision 2)	Chapters 6, 7	Kapferer, J. N (2008). <i>The New Strategic Brand Management – 4th edition</i> , Kogan Page, Chapter 2, 31-49. Hatch, M., and Schultz, M. (2009). Of Bricks and Brands: From Corporate to Enterprise Branding. <i>Organizational Dynamics</i> , 38(2), 117-130 Hooley, G., Piercy, N. and Nicoulaud, B. (2008), <i>Marketing Strategy and Competitive Positioning – 4th Edition</i> , Prentice Hall; Chapter 13, 371-392
5	The marketing strategy toolkit. Segmentation, targeting, positioning and branding (Markstrat decision 3)		Aaker, D., & Aaker, J.L. (2016) What are your signature stories?. <i>California Management Review</i> , 58(3), 49-65. Michel, S., Brown, S., and Gallan, A. (2008). Service-Logic Innovations: How To Innovate Customers Not Products. <i>California Management Review</i> , 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. <i>MIT Sloan Management Review</i> , 42(2), 53-61. Randhawa, K., Wilden, R., & Hohberger, J. (2016). A Bibliometric Review of Open Innovation: Setting a Research Agenda. <i>Journal of Product Innovation Management</i> , 33(6), 750-772.
7	Competitive strategies (Markstrat decision 6)	Chapters 10, 11	Kortmann, S., and Piller, F (2016). Open Business Models and Closed-Loop Value Chains: Redefining the Firm-Consumer Relationship. <i>California Management Review</i> 58 (3), 88-108.
8	Strategies for maintenance and CRM (Markstrat decision 7, 8)		Ritson, M. (2009). Should You Launch a Fighter Brand?. <i>Harvard Business Review</i> , 87(10), 86-94. Füller, J. (2010). Refining Virtual Co-Creation from a Consumer Perspective. <i>California Management Review</i> , 52(2), 98-122.
Strategy Implementation, Measurement, and Improvement			
9	Implementation and marketing ethics	Chapters 12, 13	Kumar, N (2004) <i>Marketing as Strategy</i> , Chapter 8, 211-245.
Course Wrap-up			
10	Informal Group Markstrat De-brief	n/a	
Exam in Exam Period			

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

- 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

- MarkStrat
- Strategy Workbook
- 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

- MarkStrat
- Strategy Workbook
- 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.
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Assessment tasks

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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.