MKTG303
Marketing Strategy
D2 2012
Marketing and Management

Contents

General Information
Learning Outcomes
Assessment Tasks
Delivery and Resources
Unit Schedule
Policies and Procedures
Graduate Capabilities
Research and Practice

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General Information

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Thurs by appointment only – please email to confirm

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Lecturer
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Thurs by appointment only – please email to confirm

Credit points
3

Prerequisites
MKTG202 and MKTG203 and (ACCG105 or ACCG106 or ACCG100) and (ECON110 or ECON111 or BBA103) and 6cp in 300 level MKTG units

Corequisites

Co-badged status
Unit description
The overall objectives of this unit are to introduce methods of strategic thinking and a set of practical tools and concepts that will enable students to develop, evaluate and implement innovative marketing strategies; and to provide theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity. The focus is on a customer-oriented approach to the marketing organisation, market definition, and market segmentation; as well as an entrepreneurial approach to strategic choice. Throughout the unit the emphasis is on the analysis process: identifying information needs; acquiring the necessary information; interpreting it and using it as the basis for business recommendations.

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

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

- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment
- Develop an understanding marketing strategy options to maximize a company’s chances of achieving a sustainable competitive advantage
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.
- 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>
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<tbody>
<tr>
<td>Strategy Development Report</td>
<td>20%</td>
<td>Week 5</td>
</tr>
<tr>
<td>Blue Ocean Simulation</td>
<td>20%</td>
<td>Week 3 to 11</td>
</tr>
<tr>
<td>Blue Ocean Reflective Journal</td>
<td>20%</td>
<td>Week 3 to Week 12</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>University Examination Period</td>
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</tbody>
</table>
Strategy Development Report
Due: **Week 5**
Weighting: **20%**

The Strategy Development Report is designed to prepare students for the beginning of the Blue Ocean Strategy Simulation Game. This report is to analyse the video game market for the purposes of establishing viability of such a launch: product analysis, which distribution channels to use; which customers to target; which integrated marketing communication channels to use; what level of investment; to name but a few of the marketing questions to be answered. The assessment for the Report will be completed partly as a group project and partly as an individual project as identified below.

Assessment Components

1. Individual assessment - 10% . Each student will complete a section of the Strategy Development Report to be nominated by their tutor. Length 500 words (+/- 5 %)

2. Group Assessment - 10% . Each group will complete nominated sections of the Strategy Report as nominated by the relevant tutor

3. A group peer review process will be established to moderate the overall mark. For example, if a group report receives a mark of 15/20 but student A receive a peer work contribution grade of only 20% then Student A's mark will be reduced to 3/20.

Final Submission

All submissions must be submitted electronically to Turnitin through iLearn by end of Week 5, Sunday 2nd September, 11.59pm.

**Final Submission Length**

Length 3,000 words (+/- 5% word count excluding title page, table of contents, executive summary and reference list)

**Penalties for Late Submission**

Late submissions will be penalised 10% for every day overdue. The only exception to not submitting the report at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: [http://www.mq.edu.au/policy/docs/special_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html).
You must keep a copy of your assignment in the event that the original is misplaced.

**What is required to complete this assessment satisfactorily**

Please refer to the detailed assessment criteria on iLearn.

On successful completion you will be able to:

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

**Blue Ocean Simulation**

**Due:** *Week 3 to 11*

**Weighting:** *20%*

The Blue Ocean Marketing Strategy simulation requires teams to make a series of complex, real world marketing decisions over a simulated period of 7 years. It places teams in a dynamic competitive environment in which they must devise and pursue their own strategies and react to the moves of competitors.

**Submission**

The simulation game is a group project. Decisions are to be made for each of four rounds of the game. Each round can consist of multiple year decisions. The schedule for the decision rounds is available on iLearn.

**Extension**

Extension of decision-making time for each group for each round of the simulation game will not be permitted unless there is a technical problem with the software.

**Penalties**

There are no penalties.
What is required to complete the unit satisfactorily

Each group must complete all four decision rounds of the simulation game. The 20% assessment will be based on your final team Share Price Index (SPI) at the end of Blue Round 3.

On successful completion you will be able to:

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

Blue Ocean Reflective Journal

Due: **Week 3 to Week 12**

Weighting: **20%**

**Submission for Each Round of the Simulation Game**

After each round of the Blue Ocean Game students are to individually prepare a reflection on their observations and learning related to the round in question. Submission requirements for each round are detailed on iLearn.

All submissions are due by the Wednesday following the closure of each round of the game. Maximum length 500 words each round. All round submission must be electronically submitted through iLearn to Turnitin by the following Wednesday after each round.

**Final Submission**

All submissions for each round are to be combined into a final submission plus your conclusions. This is due 5pm Friday 2nd November and must be submitted electronically to Turnitin through iLearn.

**Final Submission Length**

Length 2,000 words (+/- 5% word count excluding title page, table of contents, executive summary and reference list)

**Penalties for Late Submission**

Late submissions will be penalised 10% for every day overdue. The late penalty will also apply to
any any of the four rounds of the simulation game. That is, each round is worth 20% of the assessment mark. Example: If you are one day late for Round One of the game then you penalty will be 2% for each day late.

**What is required to complete this assessment satisfactorily**

Please refer to the detailed assessment criteria on iLearn.

On successful completion you will be able to:

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

**Final Examination**

**Due:** University Examination Period  
**Weighting:** 40%

A final examination is included as an assessment task for this unit to provide assurance that:

i) the product belongs to the student and
ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.

Successful completion of the unit is conditional on a satisfactory assessment in the final exam.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations http://www.timetables.mq.edu.au/exam

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special
consideration process is available at http://www.reg.mq.edu.au/Forms/APSCon.pdf

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Divisions may wish to signal when the Division’s Supplementaries are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: http://www.mq.edu.au/policy/docs/examination/policy.htm

On successful completion you will be able to:

• Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
• Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment
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• 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**

• This unit is taught on a 13x (2x hr) Lecture and 12x (1x hr) Tutorial basis.
• The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au

**Prizes**

Prizes for this unit: http://www.businessandeconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

**Prescribed texts:**

• Hooley, G., Piercy, N., Nicoulaud, B. 2012, *Marketing Strategy and Competitive*
The lecture stream follows the chapters and case studies from this Hooley et al. (2012) text. It will be assumed that you will have read the chapters assigned each week prior to attending lectures.


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

- **Prescribed unit materials**: Online Student Guides for the Blue Ocean Strategy Simulation at [www.stratxstore.com](http://www.stratxstore.com).

**Recommended supplementary texts:**


**Prescribed unit materials:**

- Online Student Guides for the Blue Ocean Marketing Strategy Simulation at [www.stratxstore.com](http://www.stratxstore.com).

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.

**Technology Used and Required**

- Students are required to learn how to use power point, word processing and iLearn.

**Unit Web Page**

- The web page for this unit can be found at: iLearn [http://ilearn.mq.edu.au](http://ilearn.mq.edu.au).
Teaching and Learning Strategy

- This unit is taught on a seminar basis consisting of 13 x 3 hours sessions.
- What is expected from students? Read in advance; prepare case studies for class; follow current developments in the market place; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject; attend all group meetings.

Unit Schedule

<table>
<thead>
<tr>
<th>Week / Date</th>
<th>Lecture Topic/Readings</th>
<th>Tutorial Tasks / Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td><strong>Introduction to Marketing Strategy</strong></td>
<td>No Tutorial Class</td>
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<tr>
<td>Tuesday 31st July</td>
<td>Hooley et al. (2012) Chapter 1</td>
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<td></td>
<td>· Course Assessment</td>
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<td>· Overview Subject Outline</td>
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<td></td>
<td>· <strong>Strategic Role of Marketing</strong></td>
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<td>· Organisational Stakeholders</td>
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<td></td>
<td><strong>Strategic Marketing Planning</strong></td>
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<td></td>
<td>Hooley et al. (2012) Chapter 2</td>
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<td></td>
<td>· Integrating purpose, mission and core strategy</td>
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<td>· Marketing strategy process</td>
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<td>· Creating a competitive position and implementation overview</td>
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<td>Week 2</td>
<td>EXTERNAL ANALYSIS</td>
<td>Start Group Process Formation</td>
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<tr>
<td>Tuesday</td>
<td>The Changing Market Environment</td>
<td>Form Groups (4-5 max)</td>
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<td>7th August</td>
<td>Hooley et al. (2012) Chapter 3</td>
<td>Complete Team Agreement</td>
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<td></td>
<td>· PESTEL Framework</td>
<td>Form and Confirm Group</td>
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<td></td>
<td>· Porter’s 5 Forces industry analysis</td>
<td>Project organisation</td>
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<td></td>
<td>· Product Life Cycle</td>
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<td></td>
<td>· Macro analysis tools</td>
<td>Blue Ocean Strategy Guide</td>
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<td>· Introduction/User Guide</td>
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<td></td>
<td>Blue Ocean Strategy Introduction</td>
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<td></td>
<td>Kim and Mauborgne (2005) Chapter 1 and 2</td>
<td>· Registration Process</td>
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<td></td>
<td>· Creating Blue Oceans</td>
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<td></td>
<td>· Analytical Tools and Framework</td>
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<tr>
<td>Week / Date</td>
<td>Lecture Topic/Readings</td>
<td>Tutorial Tasks / Readings</td>
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<tr>
<td>Week 3</td>
<td>EXTERNAL ANALYSIS (Continued)</td>
<td>Blue Ocean Strategy Kim and Mauborgne (2005) Chapter 3</td>
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<td></td>
<td>Customer Analysis Hooley et al. (2012) Chapter 4</td>
<td>· Reconstruct Market Boundaries</td>
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<td></td>
<td>· Market research process and techniques</td>
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<td></td>
<td>· Organising relevant customer information</td>
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<td></td>
<td>Competitor Analysis Hooley et al. (2012) Chapter 5</td>
<td>Start practice round BOSS</td>
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<td></td>
<td>· Competitive Benchmarking</td>
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<td>· Dimension of competitor analysis</td>
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<td></td>
<td>· Relevant levels of competitors</td>
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<td></td>
<td>· Collecting and disseminating relevant competitor analysis</td>
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<td></td>
<td>· Marketing resources as a foundation for differentiation</td>
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<td></td>
<td>· Value creating and resource based view</td>
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<tr>
<td></td>
<td>· Creating marketing assets and capabilities</td>
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<td></td>
<td>· Resource portfolios</td>
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<td></td>
<td>Reflective Journal</td>
<td>Focus on the Big Picture, Not the Numbers</td>
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</tbody>
</table>
### Week 4 (Cont.)
#### Tuesday
21\(^{st}\) August

**INTERNAL ANALYSIS**
**Forecasting Future Demand**
Hooley et al. (2012) Chapter 7
- Forecasts based on current demand and past demand
- Forecasting through experimentation
- Forecasting through intentions and expert opinion

**Practice round BOSS**

### Week 5
#### Tuesday
28\(^{th}\) August

**SEGMENTING, TARGETING AND POSITIONING**
**Segmenting and Positioning Principles**
Hooley et al. (2012) Chapter 8
- Principles of competitive segmenting and positioning
- Segmenting consumer and business markets
- Benefits of segmenting and implementing segmentation

**Blue Ocean Strategy**
Kim and Mauborgne (2005) Chapter 5
- Reach beyond existing demand

**Overview of BOSS RED ROUND**

Submit Strategy Development Report by Sunday 2\(^{nd}\) September 11.59pm
<table>
<thead>
<tr>
<th>Week 6</th>
<th>SEGMENTING, TARGETING AND POSITIONING (Continued)</th>
<th>Blue Ocean Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Segmenting and Positioning Research</td>
<td>Kim and Mauborgne (2005)</td>
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<tr>
<td></td>
<td>Hooley et al. (2012) Chapter 9</td>
<td>Chapter 6</td>
</tr>
<tr>
<td></td>
<td>· A priori segmentation</td>
<td>· Get the strategic sequence right</td>
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<td></td>
<td>· Post hoc/cluster segmentation</td>
<td>BOSS RED ROUND</td>
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<tr>
<td></td>
<td>· Qualitative positioning research</td>
<td>Commences</td>
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<td></td>
<td>· Quantitative positioning research</td>
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<thead>
<tr>
<th>Week 7</th>
<th>SEGMENTING, TARGETING AND POSITIONING (Continued)</th>
<th>Presentation and discussion of BOSS Red Round Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Selecting Market Targets</td>
<td>Overview of BOSS BLUE ROUND 1</td>
</tr>
<tr>
<td></td>
<td>Hooley et al. (2012) Chapter 10</td>
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<td></td>
<td>· Defining how the market is segmented</td>
<td>Commence BOSS BLUE ROUND 1</td>
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<tr>
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<td>· Determining market segment attractiveness, current and potential strengths</td>
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<td></td>
<td>· Target market selection</td>
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<td>· Alternative Targeting Strategies</td>
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<thead>
<tr>
<th>Mid Semester Break:</th>
<th>December</th>
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<tbody>
<tr>
<td>Monday 17th September to Friday 28th September</td>
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<tr>
<td>Week / Date</td>
<td>Lecture Topic/Readings</td>
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<tr>
<td>Week 8</td>
<td>COMPETITIVE POSITIONING STRATEGIES</td>
</tr>
<tr>
<td>Tuesday</td>
<td>Creating Sustainable Competitive Advantage (SCA)</td>
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<td></td>
<td>· Using organisational resources for SCA</td>
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<td>· Porter’s Generic Strategies</td>
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<td>· Offensive and Defensive Competitive Strategies</td>
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<td></td>
<td>Competing Through the New Marketing Mix</td>
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<td></td>
<td>Hooley et al. (2012) Chapter 12</td>
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<td></td>
<td>· The market offer</td>
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<td>· Pricing, communications, distribution strategies</td>
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<td>· Extended (service) marketing mix</td>
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<td>· New business models</td>
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<td>Week / Date</td>
<td>Lecture Topic/Readings</td>
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[https://unitguides.mq.edu.au/unit_offerings/24802/unit_guide/print](https://unitguides.mq.edu.au/unit_offerings/24802/unit_guide/print)
<table>
<thead>
<tr>
<th>Week 9</th>
<th>COMPETITIVE POSITIONING STRATEGIES (Continued)</th>
<th>Presentation and discussion of BOSS BLUE ROUND 2 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>· Innovation strategy</td>
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<td></td>
<td>· New product development process</td>
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<td></td>
<td>· Speeding and organising new product development</td>
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<td></td>
<td>Competing Through Superior Service Hooley et al. (2012) Chapter 14</td>
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<tr>
<td></td>
<td>· Goods and services spectrum</td>
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<td>· Service and relationship marketing</td>
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<td>· 3 S’s of customer service</td>
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<td>· E-Service quality</td>
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<td>· Measuring and monitoring customer service</td>
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<tr>
<td>Week 10</td>
<td>IMPLEMENTING STRATEGY</td>
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<tr>
<td>Tuesday</td>
<td>Strategic Customer Management</td>
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<td></td>
<td>· Identifying strategic sales capabilities</td>
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<td></td>
<td>· Strategic sales organisation</td>
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<td></td>
<td>· Managing the customer portfolio</td>
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<thead>
<tr>
<th>Strategic Alliances and Networks</th>
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<tbody>
<tr>
<td>Hooley et al. (2012) Chapter 16</td>
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<tr>
<td>· Drivers of collaboration strategies</td>
</tr>
<tr>
<td>· Types of networks</td>
</tr>
<tr>
<td>· Alliances and partnerships</td>
</tr>
</tbody>
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Commence BOSS BLUE ROUND 3
<table>
<thead>
<tr>
<th>Week 11</th>
<th>IMPLEMENTING STRATEGY (Continued)</th>
<th>Conclude BOSS BLUE ROUND 3 at the end of Week 11</th>
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<tbody>
<tr>
<td>Tuesday 23rd Oct.</td>
<td>Implementation and Internal Marketing</td>
<td></td>
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<tr>
<td>Hooley et al. (2012) Chapter 17</td>
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<tr>
<td>· Development of Internal Marketing</td>
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<td>· Scope and planning of internal marketing</td>
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<td>· Cross functional partnership</td>
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<tr>
<td>Executing Blue Ocean Strategy</td>
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<tr>
<td>Kim and Mauborgne (2005) Chapters 7,8,9</td>
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<tr>
<td>· Overcoming key organisational hurdles</td>
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<td>· Build execution into strategy</td>
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<tr>
<td>· Sustainability and renewal of BOS</td>
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### Week 12
**Tuesday, 30th Oct**

#### CORPORATE SOCIAL RESPONSIBILITY
- *Hooley et al. (2012)*
  - Chapter 18
- *Porter and Kramer (2012)*
  - Marketing strategy and CSR
  - Scope and drivers of CSR
  - Defensive CSR strategies
  - Creating Shared Value

#### 21st Century Marketing
- *Hooley et al. (2012)*
  - Chapter 19

#### Presentation and discussion of BOSS BLUE ROUND 3 Results
- Submit Blue ocean reflective Journal by Friday 2nd November by 5pm

### Week 13
**Tuesday, 6th Nov.**

#### Course Summary and Exam Review

#### Course Summary and Review

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## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](http://www.mq.edu.au/policy/docs/special_consideration/policy.html). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- **Special Consideration Policy** [http://www.mq.edu.au/policy/docs/special_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

In addition, a number of other policies can be found in the [Learning and Teaching Category](http://www.mq.edu.au/policy/docs/special_consideration/policy.html) 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:

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https://unitguides.mq.edu.au/unit_offerings/24802/unit_guide/print
• 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
- P - Pass
- F - Fail

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.


### 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:


### 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/](http://students.mq.edu.au/support/).
UniWISE provides:

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning_skills/](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 Services and 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.

Student Enquiries

Details of these services can be accessed at [http://www.student.mq.edu.au/ses/](http://www.student.mq.edu.au/ses/).

IT Help

If you wish to receive IT help, we would be glad to assist you at [http://informatics.mq.edu.au/help/](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

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

- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment
- Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships
with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

**Learning outcome**

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

**Discipline Specific Knowledge and Skills**

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

This graduate capability is supported by:

**Learning outcomes**

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

**Assessment tasks**

- Strategy Development Report
- Blue Ocean Simulation
- Blue Ocean Reflective Journal
- Final Examination

**Critical, Analytical and Integrative Thinking**

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

This graduate capability is supported by:

**Learning outcomes**

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

**Assessment tasks**

- Strategy Development Report
- Blue Ocean Simulation
- Blue Ocean Reflective Journal
- Final Examination

**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**

- Understand the firm’s relation to its business environment of customers, competitors, collaborators, and other external forces
- Develop an understanding marketing strategy options to maximize a company’s chances of achieving a sustainable competitive advantage
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.

**Assessment tasks**

- Strategy Development Report
Creative and Innovative

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

This graduate capability is supported by:

Learning outcomes

- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment
- Develop an understanding marketing strategy options to maximize a company’s chances of achieving a sustainable competitive advantage

Assessment tasks

- Strategy Development Report
- Blue Ocean Simulation

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

- Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment
- Develop an understanding marketing strategy options to maximize a company’s chances of achieving a sustainable competitive advantage
- Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.
- Enhance awareness of marketing’s contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility

Assessment tasks

- Strategy Development Report
• Blue Ocean Simulation
• Blue Ocean Reflective Journal

**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 outcome**

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

**Assessment task**

• Final Examination

**Research and Practice**

• This unit gives you practice in applying research findings in your assignments
• This unit gives you opportunities to conduct your own research.