



MKTG303

Marketing Strategy

S2 Day 2013

Marketing and Management

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General Information

Unit convenor and teaching staff

Unit Convenor

David Gray

david.gray@mq.edu.au

Contact via david.gray@mq.edu.au

Tutor

Brenton Price

brenton.price@mq.edu.au

Contact via brenton.price@mq.edu.au

Thurs by appointment only – please email to confirm

Tutor

Andrew West

andrew.west@mq.edu.au

Contact via andrew.west@mq.edu.au

Thurs by appointment only – please email to confirm

Credit points

3

Prerequisites

MKTG202 and MKTG203 and (ACCG100 or ACCG105 or ACCG106 or MMCS105) and (BBA103 or ECON110 or ECON111 or admission to BMktgMedia) and 6cp in MKTG units at 300 level

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.

Assessment Tasks

Name	Weighting	Due
Reflective journal	20%	Week 12
Simulation Game	20%	Weeks 3-10
Strategy Report	20%	Week 5
Final Exam	40%	Examination period

Reflective journal

Due: **Week 12**

Weighting: **20%**

Reflective writing enables the documentation of experiences, thoughts, questions, ideas and conclusions that signpost your learning journey. During the Blue Ocean Strategy Simulation all students are required to keep a private reflective journal of their activities and thoughts after each round of the game

Submission

Submission of the journal occurs after each round of the simulation game through iLearn. final submission End of Wk 12, Friday 31 May 11.59 pm. through Turnitin

Criteria

As per the guidelines on iLearn website.

Penalty

Late submissions will be penalised 10% for every day overdue for each round of the reflective journal

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;

Simulation Game

Due: **Weeks 3-10**

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

Submissions made via BOSS web site from weeks 3 to 10.

Marking Criteria

The 20% assessment will be based on your final team Share Price Index (SPI) at the end of Blue Round 3. Individual marks for each student will be subjected to peer review by group members. Peer review scores will be averaged and used to adjust raw group marks.

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.

Strategy Report

Due: **Week 5**

Weighting: **20%**

Submission

Individual Strategy Development Report based on first 5 weeks of lecture material. 1,700 words.
End of Week 5, Sunday 31 March. Submit via Turnitin 11.59pm.

Penalty

Late submissions will be penalised 10% for every day overdue unless accompanied by a medical certificate.

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

Final Exam

Due: **Examination period**

Weighting: **40%**

The duration of the exam is 3 hour plus 10 minutes held during the exam period.

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;

Delivery and Resources

Classes

MKTG303 incorporates a weekly 2 hour lecture and a one hour tutorial.

The timetable for classes can be found on the University website at:

<https://timetables.mq.edu.au/2013/>

Attendance will be taken in the weekly tutorial classes. Medical certificates must be provided if you are not able to attend a class without incurring a penalty.

Warning: You must attend at least 10 of the 12 weekly tutorial classes—failure to do so may affect your learning outcomes and performance in this Unit.

Students are expected to arrive on time, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor. Students must be quiet during classes, unless of course when class participation is required. Those who disturb or disrupt in lectures and tutorial class will be asked to leave.

Mobile phones must be turned OFF.

Required and Recommended Texts and/or Materials

Prescribed texts:

- Hooley, G., Piercy, N., Nicoulaud, B. 2012, *Marketing Strategy and Competitive Positioning*, 5th Ed., Prentice Hall.

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.

- Kim, W. and Mauborgne, R. 2005, *Blue Ocean Strategy*, McGraw Hill

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.

Recommended supplementary texts:

- Cravens, D. and Piercy, N. 2012, *Strategic Marketing*, 10th Ed., McGraw Hill.
- Kerin, R. and Peterson, R. 2012, [*Strategic Marketing Problems: Cases and Comments*](#), 12th Ed., Pearson Education.
- Mullins J., Walker O., Boyd H., and Larréché J.-C., 2006 *Marketing Management: A Strategic Decision-Making*

These text

are available for purchase at the Macquarie University Co-Op Bookshop. Additional readings and other materials, included on the unit web page.

TechnologyUsedandRequired

No recording devices are to be used by students to record lecture notes without the permission of the lecturer.

UnitWebPage

The web page for this unit can be found at: <http://ilearn.mq.edu.au>

The tutorials will review the results of the Blue Ocean simulation game and briefly review the constructs elaborated on during the lectures

Changes since the Last Offering of this Unit

Feedback from students in previous offerings has been incorporated into the updating of this unit

Unit Schedule

The unit schedule follows:

Week	Date	Lecture Topic	Tutorial/Assessment
1	2 Aug	Introduction to Marketing Strategy - Hooley Ch 1 Strategic Marketing Planning - Hooley Ch 2	No Tutorial Class

2	9 Aug	EXTERNAL ANALYSIS The Changing Market Environment - Hooley Ch 3 Blue Ocean Strategy Introduction Kim and Mauborgne (2005) Chapter 1 and 2	Start Group Process Formation Form Groups (4-5 max) Complete Team Agreement Form and Confirm Group Project organisation Blue Ocean Strategy Guide <ul style="list-style-type: none"> · Introduction/User Guide · Registration Process
3	16 Aug	EXTERNAL ANALYSIS Customer Analysis Hooley Ch 4 Competitor Analysis Hooley Ch 5	Blue Ocean Strategy - Kim and Mauborgne (2005) Chapter 3 Overview of BOSS Reflective Journal
4	23 Aug	INTERNAL ANALYSIS Organisational Resources Hooley Ch 6 Forecasting Future Demand - Hooley Ch. 7	Blue Ocean Strategy Kim and Mauborgne (2005) Chapter 4 BOSS Practice Round
5	30 Aug	SEGMENTING, TARGETING AND POSITIONING Segmenting and Positioning Principles Hooley Ch 8	Blue Ocean Strategy Kim and Mauborgne (2005) Chapter 5 Submit Assignment 1 (A1) - Strategy Development Report (20%) – 30 August by 11.59pm

6	6 Sept	SEGMENTING, TARGETING AND POSITIONING Segmenting and Positioning Research Hooley Ch 9	Blue Ocean Strategy Kim and Mauborgne (2005) Chapter 6 · Get the strategic sequence right BOSS RED ROUND
7	13 Sept	SEGMENTING, TARGETING AND POSITIONING Selecting Market Targets Hooley Ch 10	BOSS BLUE ROUND 1
Mid Semester Break: 16 Sept – 27 Sept			
Week	Date	Lecture Topic/Readings	Tutorial Tasks / Readings
8	4 Oct	COMPETITIVE POSITIONING STRATEGIES Competitive Advantage Hooley Ch 11 Marketing Mix - Hooley Ch 12	BOSS BLUE ROUND 2

9	11 Oct	COMPETITIVE POSITIONING STRATEGIES Innovation - Hooley Ch 13 Service - Hooley Ch 14	BLUE ROUND 2	
10	18 Oct	IMPLEMENTING STRATEGY Strategic Customer Management – Hooley Ch 15 Strategic Alliances and Networks – Hooley Ch 16	BOSS BLUE ROUND 3	
11	25 Oct	IMPLEMENTING STRATEGY (Continued) Implementation and Internal Marketing Hooley et al. (2012) Chapter 17 Executing Blue Ocean Strategy Kim and Mauborgne (2005) Chapters 7,8,9	BOSS BLUE ROUND 3	
12	1 Nov	CORPORATE SOCIAL RESPONSIBILITY Hooley Ch 18 21 st Century Marketing Hooley Ch 19	Submit A3 Assessment Blue Ocean Reflective Journal (20%) 1 st November by 11.59pm	

13	8 Nov	Course Summary and Review	Course Summary and Review
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Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://www.mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://www.mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://www.mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Special Consideration Policy 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](#) of Policy Central.

Student Support

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

UniWISE provides:

- Online learning resources and academic skills workshops http://www.students.mq.edu.au/support/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 Service](#) 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/>.

IT Help

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

When using the university's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Graduate Capabilities

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

Assessment tasks

- Simulation Game
- Strategy Report
- Final Exam

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

- 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

- Reflective journal
- Simulation Game
- Strategy Report
- Final Exam

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

Assessment tasks

- Simulation Game
- Strategy Report

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcomes

- 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

- Reflective journal
- Simulation Game
- Strategy Report
- Final Exam

Research and Practice

This unit uses research from external sources and Macquarie University researchers as listed in the references lists on iLearn.