



# MKTG806

## Applied Marketing Strategy

S2 Day 2018

*Archive (Pre-2019) - Dept of Marketing and Management*

### Contents

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|  |    |
|--|----|
| <a href="#"><u>General Information</u></a>   | 2  |
| <a href="#"><u>Learning Outcomes</u></a>   | 2  |
| <a href="#"><u>General Assessment Information</u></a>                              | 3  |
| <a href="#"><u>Assessment Tasks</u></a>  | 3  |
| <a href="#"><u>Delivery and Resources</u></a>                                      | 6  |
| <a href="#"><u>Unit Schedule</u></a>   | 6  |
| <a href="#"><u>Policies and Procedures</u></a>                                     | 9  |
| <a href="#"><u>Graduate Capabilities</u></a>                                       | 10 |
| <a href="#"><u>Changes from Previous Offering</u></a>                              | 12 |
| <a href="#"><u>Research and Practice, Global contexts &amp; Sustainability</u></a> | 12 |

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff  
Convenor/Lecturer  
Associate Professor Ralf Wilden  
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Wednesday 2-3pm (confirm via email)

Credit points  
4

Prerequisites  
MKTG696

Corequisites

Co-badged status

### Unit description

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

## 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:

Explain and evaluate theories and principles related to marketing strategy.

Assess and critically analyse information relevant to strategic marketing decisions.

Apply innovative problem solving skills to respond to marketing opportunities in a group setting.

Formulate and implement marketing strategies for sustainable firm growth.

## General Assessment Information

### Late Submissions

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

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

### Satisfactory completion of unit

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

## Assessment Tasks

| Name                                      | Weighting | Hurdle | Due                      |
|---|-----------|--------|--------------------------|
| <a href="#"><u>Individual Project</u></a> | 30%       | No     | Week 6                   |
| <a href="#"><u>Group Project</u></a>      | 30%       | No     | Weeks 10 to 11, In Class |
| <a href="#"><u>Final Exam</u></a>         | 40%       | No     | Examination period       |

### Individual Project

Due: **Week 6**

Weighting: **30%**

The case study analysis will assess students' ability to analyse a case, marshal their thoughts and ideas and communicate them in written form. The aim of the case study analysis is to apply theory to solve the case and to defend solutions to the case questions.

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

### Turnitin submission is mandatory.

More detailed information on the assessment tasks and marking guidelines will be provided on iLearn.

2000 words

On successful completion you will be able to:

- Explain and evaluate theories and principles related to marketing strategy.
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- Formulate and implement marketing strategies for sustainable firm growth.

## Group Project

Due: **Weeks 10 to 11, In Class**

Weighting: **30%**

Project groups will be formed as advised by your lecturer. Every group member is required to participate in completing the assignment. Students need to demonstrate their understanding and application of marketing strategy concepts, critically evaluating business scenarios, as well as recommending strategic actions of organisations. Team members must also demonstrate the ability to work collaboratively.

The project delivery includes an in-class group presentation and a submission of the presentation slides including presentation notes.

Groups must conduct a comprehensive strategic analysis as described below. Please note: if your group would like to work on a specific organisation (e.g., your employer or your own start-up), please contact the lecturer to confirm if the organisation is suitable for this assignment.

This assessment task will be marked in the following ways:

- 15 of the total 30 - The group as a whole will be marked according to the quality of the final presentation that will be delivered in class.
- 15 of the total 30 - Each group member will be marked according to how well the group member deals with questions from both the audience and the lecturer, and individual quality of presentation.

As part of the submission, the group is also required to provide, on one page, a statement of exactly what each member did for this task, signed off by each member of the group. If there are sizable discrepancies concerning contributions within the group, the lecturer reserves the right to apportion marks unequally.

Groups must ensure that all members contribute equally to the assignment. Should any difficulty occur with this, the group should talk with the lecturer as soon as possible. At the time of handing

in the assignment the group should agree on what percentage of the mark each person should receive. You should indicate this information on the cover sheet of the assignment.

If the group assesses the contribution of each member as equal, each would receive 100% of the final mark. In cases where the group decides that some members did not contribute equally, this should be reflected in the percentage (if there is problem in the group, please tell the lecturer sooner rather than later).

Use the frameworks and concepts from the course to identify and discuss the appropriate key features and strategic factors of the sector/industry that has been assigned to you

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

**Turnitin submission is mandatory. Groups also need to submit a hard-copy in the class that they are scheduled to present.**

More detailed information on the assessment tasks and marking guidelines will be provided on iLearn.

On successful completion you will be able to:

- Explain and evaluate theories and principles related to marketing strategy.
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## Final Exam

Due: **Examination period**

Weighting: **40%**

The exam will be based on the content discussed throughout the semester, from lecture notes, prescribed textbook, and additional reading materials. The exam is closed book.

Failure to take the final exam will result in 0 marks. Students who miss the final exam due to illness will need to lodge an online Special Consideration application with supporting documentation in order to be considered for a supplementary final exam. If a Supplementary Examination is granted as a result of approved special consideration, the examination will be scheduled after the conclusion of the official examination period.

More detailed information on the assessment tasks and marking guidelines will be provided on iLearn.

On successful completion you will be able to:

- Explain and evaluate theories and principles related to marketing strategy.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Apply innovative problem solving skills to respond to marketing opportunities in a group setting.

## Delivery and Resources

### Required and Recommended Texts and/or Materials

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

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

### Inherent Requirement (i.e. Compulsory Requirement)

#### Unit Webpage:

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

#### Other optional resources

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

#### Technology

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

## Unit Schedule

### Weekly Schedule – Friday Class Dates

| Week | Topic | Readings |
|------|-------|----------|
|------|-------|----------|

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

|                            |   |   |
|----------------------------|---|---|
| 7                          | Creating value & growth through market expansion        | <p>Chapter 10 Strategies for mature and declining markets</p> <p>Chapter 11 Marketing strategies for the digital economy</p> <p>Gupta &amp; Govindarajan (2000) "Managing global Expansion. A conceptual framework", Business Horizons, 43(2), 45-54</p> <p>Ghemawat, P. (2001). Distance still matters. Harvard business review, 79(8), 137-147.</p> <p>Case study    Delta Airlines</p>   |
| <b>Mid- Semester Break</b> |   |   |
| 8                          | Creating value & growth through innovation              | <p>Chapter 8 Marketing strategies for new market entries</p> <p>Chapter 9 Strategies for growth markets</p> <p>Randhawa, K., Wilden, R., &amp; Hohberger, J. (2016). A Bibliometric Review of Open Innovation: Setting a Research Agenda. Journal of Product Innovation Management, 33(6), 750-772.</p> <p>Chesbrough, H. W. (2011). Bringing open innovation to services. MIT Sloan Management Review, 52(2), 85.</p> <p>Wilden, R., Akaka, M. A., Karpen, I. O., &amp; Hohberger, J. (2017). The Evolution and Prospects of Service-Dominant Logic. Journal of Service Research, 20(4), 345-361.</p> <p>King, A. A., &amp; Baatarogtokh, B. (2015). How useful is the theory of disruptive innovation? MIT Sloan Management Review, 57(1), 77.</p> <p>Chan, KW &amp; Mauborgne, R 2009. How Strategy Shapes Structure, Harvard Business Review 87 (9): 72.</p> <p>Case study    Samsung Electronics-9-705-508</p> |
| 9                          | Implementing Strategies I                               | <p>Chapter 12 Organising and planning for effective implementation</p> <p>Chapter 13 Measuring and delivering marketing performance</p>   |
| 10                         | Presentations are held this week                        | Group presentation dates and times will be announced on iLearn  |
| 11                         | Simulation Game (tbc) & Presentations (tbc)             | Group presentation dates and times will be announced on iLearn  |
| 12                         | Implementing Strategies II                              | <p>Baron, D. P. (1995). Integrated strategy: Market and nonmarket components. California management review, 37(2), 47-65</p> <p>Donaldson, T., &amp; Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. Academy of management Review, 20(1), 65-91.</p> <p>Porter, M. E., &amp; Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. Harvard business review, 84(12), 78-92.</p> <p>Chakravorti, B. (2017). How companies can champion sustainable development. Harvard business review(14/04).</p>   |
| 13                         | Bringing it all together; Overview and exam preparation | <p>Student evaluation.</p> <p>Hambrick, DC &amp; Fredrickson, JW 2001. Are You Sure You Have a Strategy?, The Academy of Management Executive 15 (4): 48-59.</p>  |
| Final Examination          |   |   |



## 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 shown in *iLearn*, 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](https://ask.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](http://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](http://ask.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/](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

- Explain and evaluate theories and principles related to marketing strategy.
- Assess and critically analyse information relevant to strategic marketing decisions.
- Apply innovative problem solving skills to respond to marketing opportunities in a group setting.
- Formulate and implement marketing strategies for sustainable firm growth.

### Assessment tasks

- Individual Project
- Group Project

- Final Exam

## 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

- Explain and evaluate theories and principles related to marketing strategy.
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### Assessment tasks

- Individual Project
- Group Project
- Final Exam

## 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

- Explain and evaluate theories and principles related to marketing strategy.
- Assess and critically analyse information relevant to strategic marketing decisions.
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### Assessment tasks

- Individual Project
- Group Project
- Final Exam

## Changes from Previous Offering

Changes in Semester 2 2018

Assessment items changed. Learning objectives edited.

Weekly scheduled adjusted

## Research and Practice, Global contexts & Sustainability

### Research and Practice

This unit gives students the opportunity in assignments to practice applying research findings to real life marketing management and sustainable business contexts and problems in global and local settings. This unit also gives students the opportunity to conduct research.

### Global contexts & Sustainability

This unit prepares students for a globalised digital world. In this unit, students will learn about the global marketing practices across a range of industries. This unit will enable students to learn and develop sustainable marketing strategies for businesses to survive and grow over time.

Research will be required from Internet Searches and also Online Journals and Reports. These will include:

- Journal of Product Innovation Management
- Journal of Service Research
- Strategic Management Journal
- Journal of Brand Management
- Journal of Product & Brand Management
- Journal of Consumer Research
- Journal of Consumer Behavior
- Psychology & Marketing
- Journal of Retailing & Consumer Behavior
- Journal of Advertising
- Journal of Retailing
- European Journal of Marketing
- Journal of Consumer Marketing
- Consumption, Markets, and Culture
- Journal of Business Research
- International Journal of Advertising
- Journal of Marketing

- Journal of Marketing Research
- Journal of Advertising Research
- Journal of Consumer Psychology
- Journal of Marketing Communications
- Harvard Business Review
- International Journal on Media Management
- Games and Culture
- Convergence
- Communication Research
- Australian Bureau of Statistics
- Business Journal (IBIS Reports)
- Journal of Non-Profit Management
- Journal of Marketing
- Social Project Outcome Reports

Internet sites of interest

- <http://www.wpp.com/wpp/marketing>
- <http://www.omnicomgroup.com>
- <http://www.interpublic.com>
- <http://www.publicisgroupe.com>
- <http://www.brandingstrategyinsider.com>
- <http://zenithoptimedia.com/zenith/marketers-portal>
- <http://www.campaignbrief.com>
- <http://www.mumbrella.com.au>
- <http://www.adnews.com.au/>
- <http://adage.com/> <http://www.brw.com.au/>
- <http://economist.com/>