MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE

Year and Semester: 2012, Semester 1
Unit convenor: Professor Scott Koslow
Prerequisites: MKTG696 or admission to MCom or MintBus or MEc or MActPrac prior to 2011
Credit points: Four

Students in this unit should read this unit guide carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- This is a capstone unit that takes students through the whole marketing strategy process, such as identifying options, evaluating and assessing competitive positioning, and choosing how and where to compete, and assessing performance. Students have the opportunity to apply their knowledge to the commercial environment. Students will build upon their marketing knowledge gained in market research, consumer behaviour, marketing communications and marketing management, and participate in case discussions to develop strategic initiatives for real world commercial businesses.
- The applied orientation of the unit is to help build a bridge between the theoretical knowledge they have gain in their course and the real world applications students will face once they graduate.

TEACHING STAFF

- Unit convenor and lecturer in charge
  - Professor Scott Koslow
  - Building E4A, Room 639
  - 02 9850 8459 (office)
  - scott.koslow@mq.edu.au

CONTACTING STAFF

- Consultation times (E4A 639)
  - Wednesday of teaching weeks, 4-5 pm
  - Thursdays of teaching weeks, 4-5 pm

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours.
Staff will not conduct consultations by email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on iLearn and are available next to the phones).

- Other ways of contacting staff
  - Email: scott.koslow@mq.edu.au
  - Phone: 02 9850 8459

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

**CLASSES**

- The unit runs 13 teaching weeks of semester 1, 2012
- Classes are on Thursday evenings from 6pm to 9pm
- The timetable for classes can be found on the University web site at: [http://www.timetables.mq.edu.au/](http://www.timetables.mq.edu.au/)
- Students will realise that a considerable amount of assessment is based on in-class case discussion activities. You must be present at case discussions to benefit from them, so you cannot receive full marks if you do not attend. Because the case discussions are based on group interaction there is no way to make them up. If absences are excused, then the average of the rest of the case marks is used to make up for the missing marks. Otherwise, students are given a mark of zero for both assessed coursework and class discussion for that week. Students must submit medical certificates or other appropriate documentation to show reasonable excuses for missing case discussions.
- Students are expected to arrive on time and not 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.
- Mobile phones must be turned off and not simply set to “silent”. Students whose phones make audible sounds (whether by tone or vibration), will owe an apology to the class for wasting their time. Part of that apology is to bring a nice snack for the next period. For example, Tim Tams or other “nice” bickies are acceptable, providing 1-2 cookies per student in the unit (plus the lecturer!). Tasty home baked snacks are preferred. Failure to provide an appropriate apology for your noisy electronics means you are not welcome in class.
- Laptops may be used, but they must be started up prior to the start of lecture. Tones made by any personal electronic devices will be treated a mobile phone going off.

**PRIZES**

- None
REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Aaker text can be purchased from the Macquarie University Co-op Bookshop.
- Required cases: Eleven cases total, see weekly schedule for listing (ten cases are discussed during the term and one is used in the exam).
- Copyrights for use of cases have been purchased directly from Harvard Business School Publishing by the Faculty of Business and Economics. This is major coup for students in holding down their unit materials costs. However, the details of this arrangement have not been finalised and students will be informed of how to access cases in the first two weeks of class.

TECHNOLOGY USED AND REQUIRED

- Normal technology requirements

UNIT WEB PAGE

- Course material is available on the learning management system (iLearn)

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. Learn how to analyse, synthesise and evaluate marketing strategies.
2. Understand and analyse the complexities of the business environment and how these influence marketing strategy.
3. Understand how to use market segmentation concepts and generate potential segmentation schemata.
4. To understand and apply core marketing strategy concepts like competitive advantage, synergies, positioning and branding

GRADUATE CAPABILITIES

This unit contributes to this by developing the following graduate capabilities:

- Discipline Specific Knowledge and Skills*
- Critical, Analytical and Integrative Thinking
- Creative and Innovative
- Capable of Professional and Personal Judgement and Initiative

LEARNING AND TEACHING ACTIVITIES

- This unit is taught through: lectures, case studies, readings, reflective activities and self-directed learning.
• Students will spend about half the classroom time listening to lectures and discussing the content. Students need to read the appropriate portions of the textbook before coming to class.
• Students will spend the other half of classroom time on case discussion. Students are expected to have the cases read and analysed prior to class and be able to write out brief assessments of their views in class. Case discussions will include some small group discussions, but also discussion within the whole class.
• On nights where there is a case, the typical break down in time will be the first 90min to two hours of the class time spent on the case with the remainder on the lecture
• When no case is discussed, all whole three-hour session will be lecture and discussion.

RESEARCH AND PRACTICE

• This unit uses research from external sources (see Harvard Business School cases listed in the weekly schedule)
• This unit gives you practice in applying research findings in your assignments
### Relationship Between Assessment and Learning Outcomes

<table>
<thead>
<tr>
<th></th>
<th>Assessment Task 1</th>
<th>Assessment Task 2</th>
<th>Assessment Task 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title/Name</td>
<td>Assessed Coursework/Participation</td>
<td>Assessed Coursework/Participation</td>
<td>Final Examination</td>
</tr>
<tr>
<td>Description</td>
<td>Case assessments for weekly cases 1-5, both before and after case discussion, one page per case, plus active participation</td>
<td>Case assessments for weekly cases 6-10, both before and after case discussion, one page per case, plus active participation</td>
<td>Three hour exam consisting of essay and short answer questions</td>
</tr>
<tr>
<td>Due date</td>
<td>Weeks 4-7</td>
<td>Weeks 8-13</td>
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<tr>
<td>% Weighting</td>
<td>30</td>
<td>30</td>
<td>40</td>
</tr>
<tr>
<td>Grading method</td>
<td>See text under “Case marking”</td>
<td>See text under “Case marking”</td>
<td></td>
</tr>
<tr>
<td>Submission method</td>
<td>In lecture</td>
<td>In lecture</td>
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<tr>
<td>Feedback</td>
<td>Every week</td>
<td>Every week</td>
<td></td>
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<tr>
<td>Estimated student workload (hours)</td>
<td>40</td>
<td>40</td>
<td>50</td>
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<tr>
<td>Learning outcomes assessed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 …analyse, synthesise &amp; evaluate…</td>
<td>4</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>2 …business environment</td>
<td>4</td>
<td>4</td>
<td>8</td>
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<tr>
<td>3 …market segmentation</td>
<td>5</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>4 …core marketing strategy concepts…</td>
<td>4</td>
<td>4</td>
<td>8</td>
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<tr>
<td>Graduate capabilities assessed</td>
<td></td>
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<tr>
<td>2 Critical, analytic and integrative thinking</td>
<td>4</td>
<td>4</td>
<td>2</td>
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<tr>
<td>4 Creative and innovative</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>8 …professional and personal judgement and initiative</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

- Extension will not be granted.
- Late submissions will not be accepted.
- Attendance: Your attendance at the case discussions and the exam is required.
- Case marking is made up of participation and journal marks assessed as follows:
• PARTICIPATION MARKS
The case participation method of assessment is composed of the lecturer’s weekly assessment of your oral contributions to case discussions. Please note that a participation mark assesses the QUALITY of input not the QUANTITY! That is, oral case comments that provide fresh insights, give analysis and synthesis of case material, and provoke further thought and discussion are rewarded highly, whereas comments that simply repeat case facts without going any further are not rewarded. Also, participants often misunderstand that their participation mark is based on their best contributions, not their average contribution. For example, after each case discussion, participants who make high quality comments are recorded as having ‘high’ or ‘very high’ levels of performance. Usually, not more than 25% of the class receives a ‘high’ or ‘very high’ mark in any particular week. However, it only takes a few ‘high’ or ‘very high’ marks to gain a high overall mark for participation.

• JOURNAL MARKS
Another method of assessing your learning is the use of journals. At the beginning of case discussions, record in your journal your personal analysis of that week’s case. You should come to case discussions prepared to write a short evaluation of the case issues. The first few minutes in class will be allowed for writing these thoughts in your journals. You are not allowed to refer to the case at this time, but you may refer to notes. At the end of class, you will write in your journal again, this time noting how your opinion of the case has changed since your first entry. The focus of the second entry is on what kinds of learning have taken place during the case discussion. Then the journals are returned to the lecturer who will keep them until the next week. Participant journals are marked on how well higher level thinking skills (analysis, synthesis and evaluation) and demonstrated in case discussions. Two thirds weighting is on the second half of the journal, and one third on the first half.

• COMBINING MARKS
Note that journal marks are used as a check on participation and vice versa. If your journal mark is low enough that the lecturer questions whether you read the case, your participation mark will fall. If your journal comments on what you learned don’t match what you said in case discussion, this will be taken into account as well. For most students most of the time, journals and participation will have 50:50 weightings, not always will this be the case. Sometimes students will receive the lower of the two marks, but sometimes the higher of the two.

• Examinations
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.
The University Examination period in First Half Year 2012 is from Tuesday 12 June 2012 to Friday 29 June.

The exam will asked questions about the case, *Manchester Products*, in the examination. Students are expected to be highly familiar with the case prior to the exam. However, students are not allowed to refer to a print out of the case, nor notes on the case, during the examination.

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://exams.mq.edu.au/](http://exams.mq.edu.au/)

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. The University’s policy on 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)

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 Faculties may wish to signal when the Faculties’ Supplementary Exams 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](http://www.mq.edu.au/policy/docs/examination/policy.htm)

**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:

- 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)

**GRADERS**

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.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals

SPECIAL CONSIDERATION

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:
http://www.mq.edu.au/policy/docs/special_consideration/policy.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Support Services. Details of these and other services for students can be accessed at:
http://www.student.mq.edu.au

The Faculty of Business and Economics also provides specific support in the form of BESS, Room, PAL, and E4B Consultation Room.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when using University IT facilities. The following regulations apply to the use of computing facilities and online services:
• Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved units is deemed inappropriate.
• Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

**Weekly Schedule**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Aaker Chapters</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 March</td>
<td>Introduction</td>
<td>1</td>
<td>Lecture only</td>
</tr>
<tr>
<td>8 March</td>
<td>Customer Analysis</td>
<td>2 &amp; 3</td>
<td>Lecture only</td>
</tr>
<tr>
<td>15 March</td>
<td>Segmentation, Targeting and Positioning</td>
<td>4</td>
<td>Lecture only</td>
</tr>
<tr>
<td>22 March</td>
<td>Environment</td>
<td>5</td>
<td>Lecture plus case, Vanguard Group</td>
</tr>
<tr>
<td>29 March</td>
<td>Internal Analysis</td>
<td>6</td>
<td>Lecture plus case, Oasis of the Seas</td>
</tr>
<tr>
<td>4 April</td>
<td>Creating Advantage</td>
<td>7</td>
<td>Lecture plus case, Fashion Channel</td>
</tr>
<tr>
<td></td>
<td>Non-teaching weeks</td>
<td></td>
<td>Deep thought and reflection</td>
</tr>
<tr>
<td>26 April</td>
<td>Value Propositions and Branding</td>
<td>8 &amp; 9</td>
<td>Lecture plus case, Marks &amp; Spencer</td>
</tr>
<tr>
<td>3 May</td>
<td>“Energizing” the Business</td>
<td>10 &amp; 11</td>
<td>Lecture plus case, Westfield America</td>
</tr>
<tr>
<td>10 May</td>
<td>Innovation</td>
<td>12</td>
<td>Lecture plus Case, UnME</td>
</tr>
<tr>
<td>17 May</td>
<td>Global Strategy</td>
<td>13</td>
<td>Lecture plus case, Bang &amp; Olufsen</td>
</tr>
<tr>
<td>24 May</td>
<td>Setting Priorities</td>
<td>14</td>
<td>Lecture plus case, Icebreaker</td>
</tr>
<tr>
<td>31 May</td>
<td>Implementation</td>
<td>15</td>
<td>Lecture plus case, La Martina</td>
</tr>
<tr>
<td>7 June</td>
<td>Wrap-up</td>
<td></td>
<td>Lecture plus case, Avaya (A)</td>
</tr>
<tr>
<td></td>
<td>Final Examination</td>
<td></td>
<td>Exam using case, Manchester Products</td>
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</tbody>
</table>

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