



**College of Commerce
Division of Economic and Financial Studies
Department of Business**

MKTG303

Marketing Strategy: Analysis and Decisions

UNIT OUTLINE ***Semester 1, 2007***

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 133 E6A
Seminar 4: Thursday 6-9pm	Room 118 E5A

Unit Convenor: Dr David Gray

Prerequisites: MKTG202; MKTG203

Students in this unit should read the Unit Outline carefully at the beginning of the semester. It contains important information about the unit. If anything in it is unclear, please consult the teaching staff for this unit.

UNIT OUTLINE

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1. Teaching staff

- a. **Convenor: Dr David Gray**
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Room: E4A Room 639

Consultation time: 3.00pm-4.00pm Wednesday (Other times available by appointment)

Dr David Gray is a senior lecturer in Marketing in the Department of Business. David has a Master of Commerce (Economics Honours) degree from University of New South Wales and a PhD in Marketing from the University of New South Wales. He has pursued a business career in marketing and management training holding many senior marketing management positions since that time. David has extensive experience in proposal writing, training, marketing and sales, the management of professional service, finance and insurance businesses. Product knowledge spans professional services, finance, insurance, manufacturing and building materials. Until recently he taught Marketing at the University of New South Wales in the Master of Commerce program and Strategic Marketing Management to undergraduates.

- b. **Lecturer: Ms Tahlia Phillips**

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Consultation time: 12.00pm -1.00pm Thursdays (Other times available by appointment)

Tahlia Phillips is a lecturer in Marketing in the Department of Business. She has a Bachelor of Business (Major in Marketing) from Swinburne University. Tahlia has pursued a career in marketing, holding various senior marketing roles with blue chip organizations and she currently directs a marketing agency that provides end to end marketing solutions for many blue chip organizations.

1.1 **Communication with Staff and WebCT**

Students can communicate with the lecturer during their classes or during the advised consultation times specified above or by appointment. All lecture notes will be provided by Webct as defined below.

This course will have a WebCT site. You can access this at: <http://online.mq.edu.au>
WebCT is a critical resource for the course and will be used as follows:

- All lecture notes, in the form of PowerPoint and/or PDF files, will be posted under the 'Lecture Overheads' icon usually 24 hours before the actual lecture (no hard copies of the notes will be distributed at lectures);
- Any course announcements will be made on the 'Home Page' or in the 'Discussion Board'. Please check this regularly;
- The 'Discussion Board' can also be used by you to communicate with other class members (note that the authors of all messages will be identified); and Links to useful web sites will also be posted on the course Home Page.
- Note that the 'Discussion Board' is not to be relied upon as a means of communicating with the lecturer/tutor (email should be used).

2. Information About This Course

2.1 Seminar Classes

- Students will attend one of four seminar classes held on Tuesday or Wednesday or Thursday at the following locations

Seminar 1: Tuesday 4-7pm	Room 345 W6B
Seminar 2: Wednesday 11am-2pm	Room 320 W6B
Seminar 3: Thursday 2-5pm	Room 133 E6A
Seminar 4: Thursday 6-9pm	Room 118 E5A

- Each seminar will be of 3 hours duration and is limited to approximately 50 students
- The unit timetable can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- In order to successfully complete the Unit you must:
 - Attend and participate in the weekly seminars.
 - Complete the two assignments (individual case study and a Group assignment).
 - Complete a final exam (with a mark of 50% or better).
 - Satisfactory assignment work and attendance may be used to determine a marginal grade.

2.2 Units of Credit

This is a single semester (half-year) 3-credit point unit. The number of credit points that a unit is worth is determined by the number of hours that a student is expected to spend each week attending lectures, reading and preparing assignments. For a single semester unit, students are expected to spend 4 hours per credit point each week on work related to the unit. Students are strongly advised to prepare their study timetable accordingly. Successful performance in the exam requires knowledge and understanding of the content of the lectures and set readings.

2.3 Relationship of this course to other course offerings

This subject provides an analytical overview of marketing strategy in the broader context of corporate and business unit strategy. It builds on the general marketing knowledge students have gained in market research and consumer behaviour. Topics include: Strategic Decisions: Marketing Implications of Corporate Strategy decisions; Environmental Analysis; Measuring Market Opportunities; Targeting Attractive Market Segments; Differentiation and Positioning Decisions; Strategic Relationships and Planning for New Products; Strategic Brand Management; Value Chain Strategy; Pricing Strategy and Management; Integrated Marketing Communications Strategies; Implementing and Managing Market Driven Strategies. Prerequisites for this course are Marketing Research MKTG 202 and Consumer Behaviour MKTG203.

2.4 Approach to learning and teaching

Generally, seminars will involve formal presentation by the lecturer, together with discussion of selected videos. The formal seminars will be combined with discussion of assigned text readings and cases and one in-class test held in Week 5. In a number of places, text and lecture presentations will consider formal models for depicting processes of strategic marketing. All students should expect to gain some practice in applying such models, when appropriate, in assigned cases. Students must also expect to prepare assignments and presentations in a clear and logical manner, particularly in the context of the major project.

3. Course Aims and Outcomes

3.1. Course Aims

The overall objectives of the course are:

1. To introduce methods of strategic thinking and a set of practical tools and concepts that will enable students to develop, evaluate and implement innovative strategies; and
2. 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 course, 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.

3.2. Learning Outcomes

The learning outcomes of this unit are to develop knowledge and skills that enable students to:

1. Critically analyse business environments both external to the firm and within the organisation;
2. Gain knowledge of the process by which organisations can develop a strategic and sustainable competitive advantage;
3. Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;
4. Understand marketing investment decisions and choices.

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop students' generic skills - critical thinking, independent work, teamwork, writing skills, and problem-solving skills. in a range of areas.

Throughout the course, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis of your recommendations.

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 course, 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.

3.3. Teaching and Learning Strategy

13 seminars of three hours each. The teaching and learning process will comprise of lectures, case studies, group exercises, and discussions. Students are expected to participate in class discussion; read in advance the relevant chapter of the text book; follow current developments in the business sector

The subject structure consists of four parts.

Part 1 – Understanding the nature and scope of strategic marketing management

Part 1 (Weeks 1-4) will lay the foundations for the remainder of the course. It will outline the key issues and realities being faced by strategic marketers, and set out the theoretical and managerial perspectives adopted in this course for addressing them.

Part 2 – Developing Innovative Strategies (Weeks 5-7)

Core concepts and tools will be reviewed during lectures, and will be applied to organisations during the case study analysis. This 'learning by doing' approach should ensure a deeper understanding of what is involved in developing innovative strategies. Other important tools and frameworks will be introduced during this stage, and it is expected that you quickly learn the mechanics of these frameworks so that they can practice applying them (the difficult part) throughout the course.

Part 3 – Managing Strategic Marketing Activities (Weeks 8-13)

The third part of the course will focus on developing and implementing key aspects of marketing strategy. This will cover topics such as branding, product development and commercialization, marketing communications, pricing and distribution.

4. Student responsibilities and conduct

4.1. Workload

It is expected that you will spend at least **twelve hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

4.2. Attendance

Your regular and punctual attendance at lectures is expected in this course. University regulations indicate that if students attend less than eighty per cent (80%) of scheduled classes they may be refused final assessment.

4.3. General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class.

4.4. Keeping informed

You should take note of all announcements made in lectures or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

5. Learning Assessment

5.1. Assessment Details

The course offers a number of elements which provide the student the opportunity to demonstrate his or her understanding of the material and ability to apply the concepts of marketing and related fields. All assignment tasks are compulsory. You will need to complete two group assessments (i.e. the Group Marketing Strategy Project and the Group Case Study) and three individual assessment items: i.e. the Marketing Implementation Individual Assessment, one class test and pass a final examination to satisfy the course requirements. Note: To pass this course you must obtain a pass in the combined individual assessments, regardless of the marks you achieve in the two Group Assignments.

Individual Assessment Tasks		
• Assessment 1 – Marketing Strategy Implementation	Due Date Week 9 – Friday 11 th May	20%
• Assessment 2- In Class Multiple Choice Test	Week 6	5%
• Assessment 3- Final Examination	Date TBA	40%
Group Assessment Tasks		
Assessment 4 – Strategic Marketing Plan	Due Date : a. PowerPoint Presentations in Week 12 and Week 13 in Class (7.5%) b. Final Report due Friday 8 th June (17.5%)	25%
• Assessment 5- In-Class Participation & Group Case Study Analysis	a. PowerPoint Presentation (5.0%) b. Written Report (5.0%) See Program Outline p.12-14	10%
	Total	100%

Grades will be awarded according to the normal grading scheme;

GRADE	High Distinction	Distinction	Credit	Pass	Pass Conceded	Fail
%	85-100	75-84	65-74	50-64	45-49	0-44

5.2. Individual Assessment Tasks

a. Individual Assessment Task One: Marketing Strategy Implementation – 20 Marks (20%) Limit 2500 Words +- 10% - Due Friday 11th May

When marketing plan performance does not meet planned expectations marketing practitioners have used a range of *structural* and *behavioural* intervention strategies to improve performance.

“Recent research underlies the influence of two sets of factors on marketing strategy implementation: *structural issues*, including the company’s marketing functions, control systems, and policy guidelines, and *behavioural* issues, concerning marketing managers’ skills in bargaining and negotiation, resource allocation, and developing informal organisational arrangements.” (Cravens and Piercy, 2006, p427).

The requirements of the assignment are as follows:

- i. Identify and interview marketing personnel responsible for implementing their marketing strategy within the company chosen as your Group

Marketing Strategy Project. Relevant people could be marketing manager, sales manager, account managers, etc).

- ii. You must obtain a declaration from the marketing personal being interviewed re the interview. This will be posted on Webct.
- iii. To minimise the time factor for potential interviewees two students are required to attend each interview.
- iv. In your interview(s) you are to investigate the kinds of issues/challenges the interviewees face as they implement their marketing strategies and how they dealt with/solved those issues/challenges.

After the interview(s) each student **individually** is to write a case study report based on the results of the interview(s) incorporating relevant academic peer reviewed journal articles and other references related to the intervention/implementation strategies used by the interviewees (not wikipedia or general internet reference sites) to address the issues/challenges faced. Searching the literature will lead you identify references from the disciplines of psychology, organisation and management and marketing. A list of additional articles will be provided on WebCT but you are required to also search for other relevant academic peer reviewed articles and incorporate these into your report.

The overall intent of the assignment is to shed light on the following questions:

- i. What kinds of systems, practices, procedures, techniques, tools and methods are used to ensure the successful implementation of the organisation's marketing strategies?
- ii. Which particular systems, practices, procedures, techniques, tools and methods were found to be more effective as opposed to some other tool, etc in dealing with the implementation issues/challenges of marketing strategies.
- iii. Based on the recent experience of the last 12 months what marketing systems, practices, procedures, techniques, tools and methods are in need of further improvement.

The report format for the assignment should be in the form of a case study report as follows:

1. **Overview of the Case** (Case objectives and case study issues)
2. **Brief History** of the Organisation and the business situation/context prior to 2007
3. **Your Data Gathering and Analysis Techniques**
 - i. Focus of analysis and research technique(s) used (i.e. who did you interview, position, period in company, level of involvement in implementation process, etc)
 - ii. Questions used during interview process/data collection
 - iii. Potential sources of evidence used (Documents/Archival records/ Interviews/Direct observation/Participant-observation/Physical artefacts/annual reports, etc)

- iv. **Read and incorporate relevant academic peer reviewed journal articles and other references** related to the intervention /implementation strategies used by the interviewees (not wikipedia or general internet reference sites) to address the issues/challenges faced.
4. *Discuss the current marketing planning process*
 5. *Discuss current marketing implementation* systems, practices, procedures, techniques, tools and methods used
 6. ***Marketing Implementation in Practice***
 - i. ***Identify Major Issues/Challenges*** faced (structural/ behavioural) (e.g. customer complaints, customer service problems, customer-supplier disputes, poor morale, poor inter-functional co-ordination, loss of trust between customer/supplier, loss of shared values, poorly defined objectives, strategies, etc)
 - ii. ***Classification of Strategy/Strategies adopted:*** i.e. directive, collaborative, persuasive, and delegative. Use the following article to help you: Gray, D, “Conceptual Approaches to Behavioural Intervention Strategies in a Customer/Supplier Partnering Marketing Context” available on WebCT.
 - iii. ***Discussion and critique of technique(s) used to solve/minimise structural issues/behavioural issues***(e.g. service quality and customer retention programs, change management, business coaching and mentoring, team building, training and skills development programs, communication and negotiation strategies, employee motivation programs, internal marketing programs, setting of performance standards and KPIs, use of problem solving techniques and continuous improvement programs, use of reward and incentive programs, development of effective organisation design and structure, use of CRM programs)
 - iv. ***Recommendation of strategies*** that the organisation could use to improve the marketing strategy implementation process

Assignments are to be submitted using the ERIC Group Cover Sheet. Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic holders. Make sure that your name, your SID and your seminar leader are clearly legible without opening the report.**

A soft copy of the assignment is to be emailed to your seminar leader by the due date. Any assignment received after the due date will lose 5 marks.

b. Individual Assessment Task Two - In Class Multiple Choice Test -5 marks - Week 6

Each student is required to complete one multiple choice test in the Seminar in Week 6. The test will contain contains 30 questions from weeks 2-5 and is worth 5.0 marks.

c. Individual Assessment Task Three - Final Examination 40 Marks (40%)

There will be a three-hour examination that is worth 40% of the assessment for the course. All students are expected to sit for the final examination at the scheduled time.

The exam will incorporate theoretical concepts with case study application studied in class.

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/APSCons.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.)

You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester that is the final day of the official examination period.

5.3. Group Assessment Tasks

1. Group (in groups of 4 Maximum) Assessment Task One: Group Marketing Strategy Plan – 25 Marks (Word Limit 3000 words +- 10%)

a. Written Final Report – 17.5 Marks

The length of the final report [excluding table of contents, figures, tables and appendices] must not exceed 3000 words +- 10%. Final Report Due Friday 8th June
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Select an organisation or industry of your choice that markets a product or service. This must be a public company listed on the Australian Stock Exchange in which significant information will be available from public sources. If you choose a large company (i.e. Coles or Woolworths) you must select only one division of the company to make the project manageable. You may decide to identify a gap for a new product/service concept

(hypothetical or real) or prepare a marketing strategy plan for an existing product or service. A list of potential companies will be provided on Webct.

Your Marketing Strategy must be able to demonstrate 1) how your product/service will achieve a strategic competitive advantage in the marketplace and 2) how marketing theory covered during the course has been incorporated into your Report (citing appropriate references using the Harvard Referencing System).

The product/service can be business to business or consumer products/services or a mixture of these. The organisation of your report should be as follows:

- I. **Executive Summary** (maximum 400 words) and introduction provides a brief overview of the report and in addition briefly describes the product(s) or service(s). Describe its basic features and benefits, its target market, the assortment on offer.
- II. **Situation Analysis** - Develop a focussed Situation Analysis evaluating both the internal and external environmental factors that are likely to impact on the industry and on the products and services of your organisation. This is an important part of the analysis for marketing strategy decisions as it enables to measure the size of the market opportunity and provide information to support the strategies outlined in the Marketing Plan. The situational factors to consider could include any of the following:
 - External environment- Demographic, Economic, Political/Legal, Socio-cultural, Technological.
 - Industry environment- Market size and growth, Market Opportunity, Threat of new entrants, Power of suppliers, Power of Buyers, Product substitutes, Intensity of rivalry.
 - Competitive environment.
 - Internal environment- Organisations resources, capabilities and core competencies.
- III. **Marketing Objectives** - State clear and explicit business and marketing objectives based on the size of the market opportunity and expected return on investment. An objective is a quantified goal identifying what is expected when. Use the SMART formula. The objectives should specify the end results expected. Objectives should also be included for the following program components (1) product, (2) price, (3) distribution, (4) promotion (sales force, advertising, sales promotion and public relations).
- IV. **Positioning Statement** – Write statements that describe how you want each targeted segment to perceive the products or services relative to competition. State the core concept used to position the product (brand) in the eyes and mind of the targeted buyer. The positioning statement should describe: (1) What criteria or benefits the customer when buying a product along with the level of importance, (2) What we offer that differentiates our product from competition, and (3) The limitations of competitive products.
- V. **Marketing Strategy(ies)** - Develop an overall marketing strategy for the product(s)/service(s), focussing on how the organisation can achieve its stated

marketing objectives. You may have more than one strategic option. Clearly evaluate your options and build a concise argument for your strategy selection, using data collected to justify the best option.

VI. **Marketing Mix Strategy for each market target.**

- Product strategy – Identify the key benefits the product offers to meet consumer needs. Other issues that may be addressed would be new product suggestions, adjustments in the mix of existing products, and product deletion candidates.
- Price strategy – The overall pricing strategy (i.e. competitive, premium priced etc) should be identified along with a cost/benefit analysis if applicable. Identify what role you want price to play. What is the breakeven position based on the pricing strategy.
- Distribution Strategy- Describe specific distribution strategies for each market target. Issues to be addressed are intensity of distribution (market coverage), how distribution will be accomplished, and assistance provided to distributors. The role of the sales force, wholesalers and distributors should also be considered.
- Promotion Strategy – Promotion strategy is used to initiate and maintain a flow of communication between company and the target market. To assist in developing the communications program, the attributes and benefits of your product or service should be identified for each market target. How the product differs from competition (competitive advantage) should be listed. Strategies should be listed for personal selling, advertising, sales promotion, and public relations activities.

VII. **Coordination** with other business functions – Indicate other departments/functions that have responsibilities for implementing the marketing plan.

VIII. **Estimate of sales forecasts and budgets** – Based on the size and potential growth of the market, estimate potential sales for the product, market share and the marketing expenditure required to achieve marketing objectives over a three year period. (These should only be estimates, based on publicly available data from such sources as ABS or industry publications).

IX. **Contingency Plans** – Indicate how your plans should be modified if events should occur that are different from those assumed in the plan.

Additional Report Requirements

- Assignments are to be submitted using the ERIC Group Cover Sheet. Staple your assignment in the top left-hand corner. **Do not put the report in a binder or individual pages in separate plastic holders –Make sure that your name and SID are clearly legible without opening the report.**
- A soft copy of the assignment is to be emailed to your seminar leader by the due date
- Any assignment received after the due date will lose 5 marks.

- Students should note that those who ask for their assignments to be remarked may obtain a mark that is lower than the original mark. If you ask for a remark, the new mark is the one that will be used – even if it is lower than the original mark. Requests for reconsideration of a grade **MUST** be made in writing and signed.
- Extensions of time for the submission of assignments will be granted only in special circumstances. Applications for such extension must be made in writing your seminar leader at least three days before the submission date, and must include appropriate evidence to support your application. There are two possible grounds for seeking an extension (a) illness and (b) misadventure (that is, circumstances beyond the student’s control, not pressure of accumulated assignments). Late assignments will be penalised, however, this does not apply when an extension of time has been granted.
- It should be noted that under no circumstances would any late assignments be accepted for grading after examined assignments have been returned to students.
- Lost assignments: All students must keep a copy of their assignment in case the submitted copy is mislaid.
- All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.
- If you wish to appeal against your assignment grade, you must first contact the original marker within one week of the marked assignment being returned.
- Remember the essay must be your own work. Plagiarism is a serious offence.

b. Final Report PowerPoint Group Presentation Summary - 7.5 Marks

During Week 11 and Week 12 each project group will prepare and present in class a concise PowerPoint Presentation Summary of their Group Report (Maximum 15 minutes including questions). **Your Group’s presentation must clearly demonstrate how your product/service strategies will achieve a strategic competitive advantage for your chosen product/service.** A soft copy of your presentation is to be emailed to your seminar leader the day before your presentation is due and **five marks will be automatically deducted for non-compliance.**

All members of the group are expected to participate in the PowerPoint presentation and each group member will be marked for the quality of their individual presentation. The individual presentation mark is worth 2.5 marks. Thus 5 marks for the group presentation plus 2.5 marks for each individual’s presentation.

Your PowerPoint presentation will be assessed using the following criteria:

- Audience engagement (interaction with the class/entertainment)
- Expression (spelling, syntax, grammar)
- Description (accurate, coherent, unambiguous)
- Argument (valid, logical, reasonable)
- Relevance and Depth (with respect to each question)
- Research(demonstration of effective use of relevant literature)

b. Group Assessment Task Two: In- Class Presentation of Case Study in Groups of 4 - 10 Marks (10%). And submission of Written Report Limit 1500 Words.

- i. Each group will be assigned one Case Study during the course. For that assigned case study each group is required to submit a short report [Times Roman, 12 point font one and a half spacing, 2.5cm margins] answering each of the case questions assigned to them (maximum 1500 words excluding tables, figures and appendices). Each report must use the ERIC Group Cover Assignment form and ensure that each student signs the second page of the Cover Sheet. Students must keep a copy of their report. The case study reports are to be handed to the Seminar Leader in class on the appropriate day.
- ii. Each project group will present in class a concise PowerPoint Presentation Summary of their Case Study Report (Maximum 15 minutes including questions). A soft copy of your presentation is to be emailed to your seminar leader the day before your presentation is due and five marks will be automatically deducted for non-compliance.
- iii. All members of the group are expected to participate in the PowerPoint presentation and each group member will be marked for the quality of their individual presentation. The individual presentation mark is worth 2.5 marks. Thus 5.0 marks for the group written report plus 2.5 marks for the Group's PowerPoint plus 2.5% for each individual's presentation.
- iv. Your PowerPoint presentation will be assessed using the following criteria:
 - Audience engagement (interaction with the class/entertainment)
 - Expression (spelling, syntax, grammar)
 - Description (accurate, coherent, unambiguous)
 - Argument (valid, logical, reasonable)
 - Relevance and Depth (with respect to each question)
 - Research(demonstration of effective use of relevant literature)
- v. **The assigned cases are as follows: Case Studies taken from Kerin and Peterson 2007, “Strategic Marketing Problems: Cases and Comments” Pearson Education**
Groups 1-2: Duncan Industries, pp109-117; Market Opportunities in the European Union
Groups 3-4:

5.4. University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark. For an explanation of the policy see <http://www.mq.edu.au/senate/issues.html>

6. Academic Honesty and Plagiarism

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

7. Student Resources

7.1 Course resources/Prescribed Texts

Prescribed text

- Cravens, D.W., Piercy, N.F. 2006, *Strategic Marketing*, (eighth Edition), McGraw Hill.
- Kerin, R.A., Peterson, R.A 2007 *Strategic Marketing Problems: Cases and Comments* (11th Edition), Pearson Education

Additional References - available at the library

- Aaker, D., Mills, M. 2005, *Strategic Market Management* Pacific Rim Edition, Wiley and Sons
- Davis, J and DeVinney, T (1997), *Essence of Corporate Strategy*, Sydney: Allen & Unwin.
- Grant, R. M. (2002) *Contemporary Strategy Analysis: Concept, Techniques, Applications*. (4th Edition). Blackwell Publishing
- Guiltinan, J., Paul, G.W., Madden, T.J. 1997, *Marketing Management: Strategies and Programs* 6th Edition, McGraw–Hall, USA
- Hamel, G. (2000), *Leading the Revolution*, Boston: Harvard Business School Press
- Jain, S.C. 2004, *Marketing: Planning and Strategy*, 7th Edition, Thomson

- Kotler, P 2003, *Marketing Management*, 11th Edition, Prentice Hall.
- Lambin, J (1997), *Strategic Marketing Management*, London: McGraw-Hill
- Lehman, D., Winer, R. *Analysis for Marketing Planning* 5th Edition, McGraw-Hill, USA, 1997.
- Markides, C. (1999), *All the right moves: A guide to crafting breakthrough strategy*, Boston: Harvard Business School Press
- Walker, O.C., Mullins, J.W., Boyd, H.W. Larreche, J.C. 2006, *Marketing Strategy-A Decision-Focussed Approach*, Fourth Edition, Irwin McGraw-Hill Irwin
- Whitwell, G., Lukas, B., Doyle, P. 2003, *Marketing Management: A Strategic, Value-based Approach*, Milton, QLD: John Wiley & Sons.

Supplementary References

- Achrol, Ravi S. (1991), "Evolution of the Marketing Organization: New forms for Turbulent Environments," *Journal of Marketing*, 55, (October), 77-93.
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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. There will also be a small number of additional readings from other sources that will be provided to you via WebCT.

Other journals and publications of interest include the following:

Marketing and Strategy Academic journals	Academic Journals for Assignment Task One
Journal of Marketing	Australian Journal of Management
Journal of Marketing Research	Harvard Business Review
International Journal of Research in Marketing	Sloan Management Review
Journal of the Academy of Marketing Science	Business Horizons
Australasian Marketing Journal	Academy of Management Journal
Business Strategy Review	Journal of Management Studies
Marketing Intelligence and Planning	Academy of Management Review
Long Range Planning	Strategic Management Journal
Industrial Marketing Management	Organisation Studies
Journal of Business Research	Strategic Change
Marketing Management	Academy of Management Executive
European Journal of Marketing	Personnel Management
Other publications	Psychological Review
The Economist	California Management Review
Fortune	Journal of Change Management
Business Review Weekly	
B&T Weekly	
Australian Financial Review	
The Australian	
Sydney Morning Herald	
Marketing Magazine	

7.2 Student Support Services

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

8. Course Outline

Week No. Lecture Date	Topic	Readings/ Case Study
Week 1 26 February	Introduction Course Assessment Overview Subject Outline Strategic Role of Marketing Enhancing Shareholder Value.	Cravens and Piercy 2006 Chap 1, "Market Driven Strategy" Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 2 "The shareholder value approach" and Chapter 3, "Value drivers". Vargo S.L., Lusch, R.F. 2004, "Evolving to a New Dominant Logic for Marketing", <i>Journal of Marketing</i> , 68(1), 1-17.
Week 2 5 March	Strategic Decisions: Marketing Implications of Corporate Strategy decisions. <ul style="list-style-type: none"> • Corporate Scope- Defining the Firm's Mission/Objectives • Corporate growth strategies • Implementation Assignment 	Cravens and Piercy 2006 Chap 2, "Corporate, business and Marketing Strategy" Case Study Discussion: McKinsey & Co – Case 1-3 Cravens pp 65-70
Week 3 12 March	Business Strategies and Their Marketing Implications <ul style="list-style-type: none"> • Strategic fit and strategic decisions at the business unit level • The underlying dimensions of alternative business strategies 	Walker, Mullins, Boyd, and Larreche, 2006 Chap 3, "Business Strategies and Their Marketing Implications" Case Study Discussion: Zenith Pet Foods; Kerin and Peterson pp80-90
Week 4 19 March	Environmental Analysis <ul style="list-style-type: none"> • Identifying attractive markets • Industry analysis and competitive advantage 	Walker, Mullins, Boyd, and Larreche, Ch 4, "Understanding Market Opportunities" Case Study Presentation: Groups 1-2 Duncan Industries; Kerin and Peterson pp109-117
Week 5 26 March	Measuring Market Opportunities <ul style="list-style-type: none"> • Market Knowledge Systems • Marketing research: • Strategic decision making • What questions do marketers need to ask when conducting marketing research 	Cravens and Piercy 2006 Chap 3, "Markets and Competitive Space" and Chap 5, "Capabilities for Continuous Learning about Markets" Walker, Mullins, Boyd, and Larreche, 2006 Chap 5 "Measuring Market Opportunities: Forecasting and Market Knowledge" Case Study Discussion: Jones Blair Company;Kerin and Peterson pp99-108
Week 6 2 April	Targeting Attractive Market Segments <ul style="list-style-type: none"> • The segmentation process • Defining market segments • Innovative segmentation • Targeting strategies 	Cravens and Piercy 2006 Chap 4, "Strategic Market Segmentation" Walker, Mullins, Boyd, and Larreche, 2006 Chap 6, "Targeting Attractive Market Segments" In-Class Multiple Choice Test Case Study Presentation: Groups 3-4 Dr Pepper/Seven Up: Kerin and Peterson pp157-176
Mid Session Break		

Week 7 23 April	Differentiation and Positioning Decisions. <ul style="list-style-type: none"> Physical versus perceptual product positioning The positioning process Targeting in different market environments 	Cravens and Piercy 2006, Chap 6, “Market Targeting and Strategic Positioning” “Business Marketing: Understand What Customers Value” <i>HBR</i> , 1998 Interim Group Marketing Project Due Case Study Presentation: Groups 5-6 Frito-Lays Dips: Kerin and Peterson pp118-129
Week 8 30 April	Strategic Relationships and Planning for New Products <ul style="list-style-type: none"> Rationale for Inter-organisational relationships/Types of organisational relationships Developing effective relationships between organisations The new product planning and development process 	Cravens and Piercy 2006 Chap 7 “Strategic Relationships” and Chap 8 “Planning for New Products” Case Study Presentation: Groups 7-8 Keurig at Home: Kerin and Peterson pp613-629
Week 9 7 May	Strategic Brand Management <ul style="list-style-type: none"> Challenges in Building strong Strategic Brand analysis Managing Products/Brands 	Cravens and Piercy 2006 Chap 9 “Strategic Brand Management”. Case Study Presentation: Groups 9-10 Cadbury Beverages: Kerin and Peterson pp290-304 Individual Assessment Task One “Marketing Strategy Implementation” Due Friday 11th May
Week 10 14 May	Value Chain Strategy <ul style="list-style-type: none"> Strategic role of distribution Channel of distribution strategy Managing the channel 	Cravens and Piercy 2006 Chap 10 “Value Chain Strategy”. Case Study Presentation: Groups 11-12 Goodyear Tire: Kerin and Peterson pp399-410
Week 11 21 May	Pricing Strategy and Management <ul style="list-style-type: none"> Strategic role of price Analysing the Pricing Situation Selecting the Pricing Strategy Determining Specific Prices and Policies 	Cravens and Piercy 2006 Chap 11 “Pricing Strategy and Management”. Also reference: Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 8 “Prices”. Group Marketing Strategy Presentation for Groups 1-6
Week 12 28 May	Integrated Marketing Communications Strategies <ul style="list-style-type: none"> Promotion /Advertising Strategy Sales Force, internet and direct marketing strategies 	Cravens and Piercy 2006 Chap 12 “Promotion, Advertising and Sales Promotion Strategies” and Chap 13 “Sales Force, Internet, and Direct Marketing Strategies”. Group Marketing Strategy Presentation for Groups 7-12
Week 13 4 June	Implementing and Managing Market Driven Strategies and Course Summary <ul style="list-style-type: none"> Organisational design/The Marketing Plan/Implementing the Plan/Strategic Evaluation and Control/Setting Standards of performance Specifying and obtaining feedback data/Taking corrective action. 	Cravens and Piercy 2006 Chap 14 “Designing Market-Driven Organisations” and Chap 15 “Marketing Strategy Implementation and Control”. Final Group Strategic Marketing Plan Report Due Friday 8th June