

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG303
Marketing Strategy
Analysis and Decisions

Semester 1, 2010

Department of Business

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS & ECONOMICS
UNIT OUTLINE**

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1. Information about this Course

Unit Number :	MKTG303
Unit Title:	Marketing Strategy – Analysis and Decisions
Unit Weight:	3 Credit Points
Unit Level:	300
Year and Semester:	2010, Semester 1
Unit convenor:	Dr David Gray
Prerequisites:	MKTG202 and MKTG203 and (ACCG105 or ACCG106 or ACCG100) and (ECON110 or ECON111 orBBA103)

Contact Hours: 3 hours per week

Students in this unit should read this unit outline 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.

- **Units of Credit:** MKTG303 - 3 credit point subject. It is a core subject for the B.Com Marketing program and an elective for the BCom and BBA programs. It is a single semester 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 at least 24 hours per credit point 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.
- In order to successfully complete the Unit you must:
 - Attend and participate in the weekly seminars (at least 80% attendance is required)
 - Obtain a mark of at least 50% in the combined individual assessment items
 - Satisfactory assignment work and attendance may be used to determine a marginal grade

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.

2. Teaching staff

Convenor: Dr David Gray
 Telephone 9850-8453
 Email: dgray@efs.mq.edu.au
 Room: E4A Room 628

Consultation time: Wednesday 9am-11am and 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.

Gareth Jude

Telephone: 9850-8468

Email: gjude@ozemail.com.au

Consultation time: Available by appointment.

Gareth was born in the UK and educated in the UK, USA and Australia. He has spent over 20 years in a variety of senior sales, marketing and general management roles including 2 years as CEO of a well known Australian specialty retailer. In 2002 Gareth became a founding director of GVJ Consulting Services. Gareth's consulting work has focussed on marketing strategy, channel strategy and business format development for retailers and their suppliers. In 2002 Gareth was appointed a Visiting Fellow of Macquarie University and has taught numerous courses at undergraduate and post graduate level. Gareth holds a master's degree in management from University of Technology, Sydney.

3. Classes:

Students must attend any one of the following classes:

Class_03 Mon 9-12 W6B 325 Lecturer – Gareth Jude

Class_01 Tue 18-21 W6B 345 Lecturer - Gareth Jude

Class_02 Wed 11-14 E5A 116 Lecturer – Dr David Gray

- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Each of the 13 seminars will comprise of 3 hours in duration face to face 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/>
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4. Required and Recommended Texts and/or Materials

4.1 Course resources/Prescribed Texts

Prescribed text

Hooley, G., Piercy, N.F., Nicoulaud, B., 2008. Marketing Strategy and Competitive Positioning Prentice Hall, 4th ed. (available from Bookshop)

Prescribed unit materials:

Online Student Guides for the Blue Ocean Marketing Strategy Simulation at www.stratxstore.com.

Recommended supplementary text is:

Cravens and Piercy 2009, 9th Ed, “Strategic Marketing”, McGraw Hill

Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, McGraw Hill

Mullins J., Walker O., Boyd H., and Larréché J.-C., 2006 Marketing Management: A Strategic Decision-Making

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.
- 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.

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.

Other journals and publications of interest include the following:

Marketing and Strategy Academic journals	Marketing and Strategy Academic journals
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
B&T Weekly	Business Review Weekly
Australian Financial Review	The Australian
Sydney Morning Herald	Marketing Magazine

5. Unit web page

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

6. Learning Objectives and Outcomes

6.1 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 marketing 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.

6.2 Learning Outcomes

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

SKILLS AND COMPETENCIES

Opportunity to Develop	Assessed
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SUBJECT SKILLS & COMPETENCIES

a. Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces	X	X
b. Develop an understanding of marketing strategy models, tools and analysis techniques;	X	X
c. Assess marketing strategies from the standpoint of growth, market share, and profitability; and within the context of the market environment;	X	X
d. Develop an understanding marketing strategy options to maximize a company's chances of achieving a sustainable competitive advantage;	X	X
e. Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.	X	X
f. Enhance awareness of marketing's contribution to society through discussion of ethical and professional conduct and issues in corporate social responsibility	X	X

PERSONAL SKILLS AND COMPETENCIES

Change/Coping with Uncertainty	X	X
Self Awareness and Interpersonal Skills	X	
Team/Group Decision Making/Communication/Planning/Management Skills	X	X
Leadership	X	
Task/Project Management & Independent Self Management	X	X
Creativity and Entrepreneurship	X	X
Written & Oral Communication Skills	X	X
Presentation Skills	X	X
Networking		
Negotiating and co-operation skills	X	
Time Management	X	X
Planning		

ACADEMIC SKILLS & COMPETENCIES

Information Literacy and Utilisation of Library Resources	X	X
Reflective Questioning and Critique	X	X
Analysing/ Reasoning/Critical Thinking	X	X
Problem Solving and Decision Making	X	X

CAREER SKILLS & COMPETENCIES

Career and Opportunity Awareness	X
Awareness of Employers Needs	X

7. Teaching and Learning Strategy

The course consists of 13 seminars of 3 hours each. The teaching and learning process will comprise of lectures, case studies, group exercises, and discussions and simulation game. 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.

7.1 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.

7.2 Approach to learning and teaching

Seminars consist formal presentations by the lecturer, together with discussion of selected videos. The formal seminars will be combined with discussion of assigned text readings, cases and marketing simulation game. 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. The subject structure consists of four parts.

8. Relationship between Assessment & Learning Outcomes

8.1 Assessment Details

Multiple assessment items allow the student the opportunity to demonstrate his or her understanding of the material and ability compulsory. 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 Tasks	Assessment Items	Link to Outcomes/Skills	
Assessment 1 Models	Marketing Strategy Models, Tools and Techniques	Due Date Week 7 – Friday 23 April (4000 words). Focused on outcomes b and c	20.0%
Assessment 2 Exam	Final Exam To Be Advised	Focused on all outcomes except team building and presentation skills	30.0%
Assessment 3 Journal	Blue Ocean Reflective Journal	All outcomes – particularly team skills. Due 21 st May	15.0%
Assessment 4 Participation	Individual Participation	Communication and time management and task engagement	10.0%
Assessment 5 Test Blue Ocean	Blue Ocean Quizzes	Focused on all outcomes except team building and presentation skills Quizz 1 Week 6 in class – 5% Quizz 2 Week 12 in class –5%	10.0%
Group Tasks			
Assessment 5 Simulation	Blue Ocean Simulation - group decisions : Week 3-10	All outcomes plus task and time management, critical thinking and problem solving skills	15.0%
	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

8.2 Assessment 1: Marketing Strategy Models, Tools and Techniques 20%

Due 19 April - 4000 words (+/- 10%)

Prepare a position paper choosing any 2 of emerging marketing strategies, plus any 2 of marketing models, tools and techniques available to assist marketing practitioners as they both develop and put their marketing strategies into practice.

“A model can be defined as an instrument that serves as an aid in searching, screening, analysing, selecting, and implementing a course of action”. Jain, S.C. 2004, “*Marketing Planning and Strategy*”, 7th Edition, Thompson Custom Publishing; p 300.

Requirements

- a) Write a position paper to identify, research and critique any 2 of emerging marketing strategies, plus any 2 of marketing models, tools or techniques used in marketing Strategy and include for each concept:
 - I. Definition: define the concept
 - II. Objectives behind using the concept
 - III. Explain the steps in putting into practice
 - IV. Strengths/Weaknesses
 - V. Illustrate with application examples/case studies.
 - VI. References and sources of information
- b) Your research into each concept should cover relevant marketing/strategy textbooks (i.e. not only Hooley, G., Piercy, N.F., Nicoulaud, B., 2008.), journal articles and other references (not Wikipedia or general internet reference sites). You will be rewarded the more academic sources you can demonstrate.
- c) Each concept must be given equal weight in your paper (i.e. 1000 words each). Your position paper is to be typed using Times Roman, 12 point font single spacing, and 2.5cm margins.
- d) Use diagrams, charts, formulas where appropriate
- e) You can select only one model, tool or technique from any one chapter (e.g. Hooley, G., Piercy, N.F., Nicoulaud, B., 2008)
- f) **Examples of emerging strategies:** experiences marketing, viral marketing, Blue Ocean Strategy and its various techniques, cause related marketing (social marketing), corporate social responsibility & ethical marketing, green marketing, guerrilla marketing, niche marketing, neural marketing, relationship internet search marketing, ambush marketing, affinity marketing, affiliate marketing, peer to peer marketing, Web 2.0, word of mouth, blogging, product placement, podcasting, social media, event marketing, resource-based theory, relationship marketing, franchising, strategic

alliances, employer/employee branding, outsourcing, private label branding, internal marketing.

- g) **Examples of models, tools and techniques:** market orientation, PEST analysis, Porter's Diamond Model for Competitive Advantage, Porter's 5 Forces Model, industry evolution models, mapping competitive positions, market scanning, competitor analysis, industry systems analysis, scenario analysis, strategic group analysis, business models, BCG Matrix Portfolio Analysis, GE Matrix of Portfolio Analysis, SWOT, Delphi Technique, shareholder value analysis, cost/benefit analysis, benchmarking, core competencies, buyer decision models, cognitive dissonance (part of consumer behaviour), hierarchy of effects model, customer lifetime value, customer satisfaction measurement, cultural dimensions theory (Hofstede), attribution theory (Fritz Heider), theory of planned behaviour (Icek Ajzen), Ansoff matrix, Miles and Snow Strategic Approaches, product life cycle, Servqual, new product diffusion models (e.g. bass), value chain analysis, the service strategy blueprint, new product pricing techniques, balanced scorecard, process theories of organisational development and change (Van De Van & Poole 1995).
- h) **Assignment Submission:** A hard copy of the assignment must be submitted to BESS by the due date. Each position paper must use the BESS Individual Cover Assignment form and ensure that each student signs the second page of the Cover Sheet. Students must keep a copy of their report. Do not put the position paper in a binder or individual pages in separate plastic holders. Make sure that your name, your SID and your seminar leader and day of class are clearly legible without opening the report.
- i) **Late Submission** On equity grounds, assignments that are late (i.e. without formal extensions) will have marks deducted at a rate of 10% of the total marks awarded per day. Understanding that there may be cases where extensions are necessary due to unexpected events, please make application prior to the due deadline via email to the lecturer. Unless you have received a letter of confirmation for extension, your deadline for submission would remain unchanged.
- j) **Plagiarism and Turnitin** - Remember the essay must be your own work. Plagiarism is a serious offence. We will be watching. All assignments must be submitted to Turnitin through Blackboard. A link will be provided in Blackboard. Once in Blackboard, students then click on the Plagiarism icon, which will take you to the Turnitin anti-plagiarism site. Submission to Turnitin must be as a Word document (i.e. not PDF, PowerPoint, etc). You can submit your assignment more than once. Only the last version will be marked. **Students Must Use Their Macquarie University Student Number As Their Followed By Their Last Name And Their Class As Their Turnitin Username. E.G. 41917418_Gray_strategies_Tues.** The class password will be provided before the assignment is due.
- k) **Correct referencing is essential.** All data, quotes, figures and tables etc must indicate source(s) from which they are obtained Reports that are submitted with no or very poor referencing will be returned unmarked, attaining a zero grade. All assignments must be referenced using the Harvard (author, date) method.

l) The Position Paper will be judged in terms of the following criteria:

1. Evidence that each of the six criteria above have been addressed
2. Evidence of clarity, logic, understanding of concepts
3. Evidence of reading appropriate external material (not Wikipedia or general internet reference sites)
4. Creativity, insight and imagination shown at arriving at concept critique
5. Well organized and presented (Visuals etc)?
6. Appropriate referencing, attention to spelling, etc

Students will be penalised one full grade where there is evidence of poor writing style, spelling, grammar and sentence structure.

8.3 Assessment 2: Final Examination (30%)

There will be a three-hour examination that is worth 30% of the assessment for the course. All students are expected to sit for the final examination at the scheduled time. 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.

8.4 Assessment 3: Blue Ocean Reflective Learning - 15%

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. Each student will reflect on each of the following issues:

**After each round of the Blue Ocean Game (i.e. Red Round, Blue 1, Blue 2, Blue 3)
Maximum 40 pages.**

a. Critical Appraisal

- i. Briefly analyse your team's performance and explain the strategy rationale and assumptions/attitudes used and how your team plans to improve performance. What was your individual role?
 - ii. Describe the team dynamics (leadership, co-operation, handling conflict resolution, team member contribution, decision-making, managing team activities, motivation, etc)
 - iii. What aspects of the game did you find most difficult/challenging? How did you go about dealing with these difficulties?
 - iv. Relate to marketing theory / other texts, readings or lectures
- b. **Peer Group Discussion:** Discuss and document your critical appraisal with the other members of your group. Were their concerns the same/different from your own.
 - c. **Self Evaluation:** Document unique aspects of your own learning from this Game (e.g. technical, financial, marketing, strategy, interpersonal, working in a team, be specific: i.e. communication skills). What was new or surprising to you? What kinds of skills/knowledge do you think you are still lacking for you to be successful in the game? I am still unsure about...?

After Last Round of the Blue Ocean Game

- a. In what ways could this assignment be improved?
- b. Would you recommend this simulation game to another student who is interested in the subject?
- c. Overall, on a scale of 1 to 100%, how would you rate your learning experience of the Blue Ocean Game?(1= I wasted time and didn't learn much to 10 = I worked well and learned heaps _____ score

Task Requirements: Blue Ocean Reflective Journal

1. All students must complete a journal entry after each round of the Blue Ocean Game (i.e. Red Round, Blue 1, Blue 2, Blue 3) to maximum 40 pages.
2. Assignments to be typed in Times Roman 12-point font, single spacing with 2.5cm margins.
3. Submit hardcopy of journal to BESS using Individual Cover Sheet. Staple your assignment in the top left-hand corner. Make sure that your name, SID, seminar leader, seminar day and Blue Ocean group name are clearly legible without opening the report.
4. There is no word limit for the Journal however the total journal should not exceed 40 pages. Students are encouraged to be creative and use a range of multi-media formats in your journal (i.e. presentation, photos, sound, video, etc).
5. Students are encouraged to include descriptions and emotional reactions of their experiences.
6. Your assignments will be marked according to the following criteria:
 - Expression (spelling, syntax, grammar)
 - Description (coherent, unambiguous, thoughtful)
 - Argument (valid, logical, reasonable)
 - Relevance and Depth (with respect to each question)

Hint: We want to know what happened (descriptive) during the game, what's going on inside your team and what you learned from the game. This assignment is about what you have learned, it is about reflecting on your experience. Students in the past who have not performed well have focused too much on the descriptive aspects of the game and not enough on reflection.

- m) Submit journal report to Turnitin at www.turnitin.com. Submit as Word document (i.e. **not PDF**, PowerPoint, etc). You can submit your assignment more than once up to the due date. You can submit your assignment more than once. Only the last version will be marked. **Students Must Use Their Macquarie University Student Number As Their Followed By Their Last Name And Their Class As Their Turnitin Username. E.G. 41917418_Gray_Journal_Tues.** The class password will be provided before the assignment is due.
7. The class password for Turnitin and the instructions to use it will be provided on Blackboard well before the assignment is due.

8.5 Assessment 4: Individual Participation (10%)

Each student is assigned 10 marks for their participation. However, they are graded based on the following guidelines.

Marks	Guide
0	Below 80% of attendance as required by the Department (including week 1 to 13)
1 – 2	Has satisfied the attendance requirement but has not contributed to class activities; late for class for more than 3 times and/or leaves early
3 – 4	Has satisfied the attendance requirement and participated in class activities; occasionally late for class and/or leave early.
5 – 6	Has satisfied the attendance requirement, participated in class activities and contributed to class discussion; punctual for class and stays for whole class.
7 – 8	Has satisfied the attendance requirement, has participated in class activities and contributed to class discussion in relevant and constructive ways; punctual for class and stays for whole class..
9 – 10	Has satisfied all of the above and demonstrated excellence in their contribution to the dynamics of the course; punctual for class and stays for whole class.

8.6 Assessment 5: Blue Ocean Tests - 10%

There will be two quizzes to test student knowledge of the principles and operation of the Blue Ocean Simulation. Quiz 1 will be conducted in class Week 6 – 5%. Quiz 2 will be conducted in class in Week 12 – 5%

8.7 Assessment Task: Blue Ocean Simulation Game – 15%

Due: Weeks 3-10

Value: 40% of Course Marks

- 15% Group Assessment – Blue Ocean Game
- 15 % Individual Reflective Learning Assignment
- 10% Individual Quizzes (individual assessment item)

The Blue Ocean Marketing Strategy simulation requires teams (maximum 4 per team) 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.

All students must purchase a licence for the Blue Ocean Strategy game by going to www.stratxstore.com. Once registered each registered student will receive by email a Student Activation Key, i.e. a string of characters such as “SX-0F5Y-EC8X-18UA-14BS” as well as instructions on how to download the software.

The environment is competitive and each team will be competing against other computer generated teams. All materials for the Blue Ocean Simulation will be available from www.stratxstore.com.

***Important: Read Carefully the “Introduction-Round-Red-master” available on Blackboard.**

Things you will need to know:

1. The Course ID is B06830
2. Your Team Name (given to you by your lecturer)
3. Your Team Password (given to you by your lecturer)

Process:

1. Form your team (no more than 4 members please)
2. Register on-line and pay by credit card (**all students must register**)
3. Receive your student activation key by email
4. Download the Blue Ocean Software
5. Read all relevant materials supplied

Timetable of Simulation Game Decisions – MKTG303, 2009		
Key Dates & Activities completed by		
Week	Due Date	Activity
Week 3		Blue Ocean Simulation Briefing
Week 4		
Week 5	Friday 26 March	Students registered and in teams Practice
Week 6		Practice and Quiz 1
Week 7	Friday 23 rd April	Red Round
Week 8	Friday 30 th April	Blue Round 1
Week 9	Friday 7 th May	Blue Round 2
Week 10	Friday 14 th May	Blue Round 3
Week 11	Friday 21 st May	Blue Ocean Reflective Journal due
Week 12		Quiz 2

8.8 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/rules/Guidelines2003.doc> or
<http://www.mq.edu.au/senate/rules/detailedguidelines.doc>

9 Student responsibilities and conduct

9.1 Workload

It is expected that you will spend at least **twenty four hours per credit point** 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.

Marketing is a very broad field. Often, we will be covering in one or two class sessions a topic that many people spend their lives trying to understand and master. Clearly, we will not have time to cover the nitty-gritty details of every topic. As such, *it is critical that students do the readings for each day before you come to class*. In class, we will go beyond the readings to highlight critical aspects of each topic. If you have not done the readings or case preparation for the day, you will not get much out of the lecture and discussion and your participation will suffer.

9.2 General Class Behaviour, Honour Code and Marketing Group Interaction

All aspects of MKTG303 are conducted in accord with the following honour code:

1. 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.

2. As a courtesy to other class members, please come on time and please do not leave before the end of class. University regulations indicate that if students attend less than eighty per cent (80%) of scheduled classes they may be refused final assessment.
3. Past experience indicates that it is difficult to do well in this course if you do not attend class on a regular basis. To provide an accurate measure of class attendance a class roll will be taken.
4. As would be expected, all work must be performed independently by each student or, where appropriate, by the members of the student's Project Group working together. The sharing of information between Project Groups is not acceptable.
5. The use of materials from other courses or from previous sessions– lecture notes, case analyses, problem solutions, or whatever – is also not acceptable. As on a jet airplane during takeoff, no electronic devices of any kind should be used during class. This includes MP3 players, cell phones, Palm Pilots, and portable radios or televisions. It especially includes laptops. To repeat: Please do not take out, open up, turn on, or play with a laptop computer or any other electronic device during this class.

10 Plagiarism (and Submission to Turnitin.com)

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.

Remember your Group Marketing Project Assignment must be your own group's work. Plagiarism is a serious offence. We will be watching. Your group assignment and your Blue Ocean Game Reflective Learning Assignments must therefore be submitted to Turnitin at www.turnitin.com

Once in Turnitin, submission of your group's report must be as a Word document (i.e. not PDF, PowerPoint, etc). To assist each group test for potential plagiarism issues your group can submit their major project more than once up to the due date. Please make sure that only one member of your group submits the report to Turnitin. Students must use their City University email address as their Turnitin username. The class password for Turnitin and the instructions to use it will be provided well before the assignment is due.

11 Referencing Guide

refer to <http://www.lib.monash.edu.au/tutorials/citing/harvard.html>

the 'In-Text' or Harvard method - Referencing is a system that allows you to acknowledge others' contribution to your writing. Whenever you use ANY words, ideas or information from ANY source in your assignments, you must reference those sources. There are different ways of referencing. This write-up describes the Harvard method.

12 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>.

13 Course Outline

Day No. Lecture Date	Topic	Readings/ Specific Tasks
Week 1, Session 1 22nd February	Introduction to Marketing Strategy <ul style="list-style-type: none"> • Course Assessment • Overview Subject Outline • Strategic Role of Marketing • Enhancing Shareholder Value. 	Hooley, Piercy & Nicoulaud 2008 Part 1 (Chap 1 and 2)
Week 1, Session 2, 22nd February	Profitability and Financial Management <ul style="list-style-type: none"> • Productivity Measures • Customer Relationship • Balanced Scorecard • Financial Management 	1. Reference: Finch Byron .J, (2007), Operations Now. Chapter 2 Profitability 2. Kaplan, R.S., Norton., D.P., 1996, The Balanced Scorecard, Harvard Business School Press
Week 1, 22nd February	Group Process Formation	Form Groups (max 4) Blue Ocean Complete Team Agreement Form and Confirm Group Project organisation Hooley, Piercy & Nicoulaud 2008 Case Discussion Example: iPhone p.55
Week 2, Session 3, 1st March	Competitive Market Analysis <ul style="list-style-type: none"> • Industry analysis and competitive advantage • Identifying attractive markets and customer analysis 	Hooley, Piercy & Nicoulaud 2008 [Part 2 Chapters 3 & 4] Walker, Mullins, Boyd, and Larreche, 2006, Ch 4, “Understanding Market Opportunities”
Week 2, Session 4, 1st March	Competitive Market Analysis <ul style="list-style-type: none"> • Competitor Analysis • Marketing Resources 	Hooley, Piercy & Nicoulaud 2008 [Part 2 Chapters 5 & 6]
Week 2, 1st March	Working Session	Discussion : Vargo S.L., Lusch, R.F. 2004, “Evolving to a New Dominant Logic for Marketing”, Journal of Marketing, 68(1), 1-17.

Week 3, Session 5, 8th March	Blue Ocean Briefing <ul style="list-style-type: none"> • Introduction/User Guide • Registration Process 	Blue Ocean User Guide
Week 3, Session 6, 8th March	Measuring Market Opportunities <ul style="list-style-type: none"> • Forecasting • Segmentation and positioning 	Hooley, Piercy & Nicoulaud 2008 [Part 2 Chapter 7 Part 3 Chapter 8]
Week 3, 8th March	Working Session	
Week 4, Session 7, 15th March	Competitive Positions <ul style="list-style-type: none"> • Segment Positioning • Selecting Target Markets 	Hooley, Piercy & Nicoulaud 2008 [Part 3 Chapters, 9 & 10]
Week 4, 15th March	Working Session	Hooley, Piercy & Nicoulaud 2008 Case Discussion Proctor and Gamble p.113 Case Discussion Emap p. 141 Demonstration of Blue Ocean Game
Week 5, Session 8, 22nd March	Competitive Positioning Creating Sustainable Competitive Advantage	Hooley, Piercy & Nicoulaud 2008 [Part 4 Chapters 11]
Week 5, Session 9, 22nd March	Competitive Positioning Competing through the Marketing Mix	Hooley, Piercy & Nicoulaud 2008 [Part 4 Chapters 12]
Week 5, 22nd March	Working Session	Hooley, Piercy & Nicoulaud 2008 Case Discussion: Tyrrels p368-370
Week 6, Session 10, 29th March	Competitive Positioning Value Chain Strategy <ul style="list-style-type: none"> • Strategic role of distribution • Managing the channel 	Reference: Cravens and Piercy 2006 , Chap 10 “Value Chain Strategy”.
Week 6, 29th March	Working Session	Quiz 1 Blue Ocean held during class
Week 7, Session 11, 19th April	Competitive Positioning Pricing Strategy and Management <ul style="list-style-type: none"> • Strategic role of price • Selecting the Pricing Strategy • Determining Specific Prices and Policies 	Reference : Cravens and Piercy 2006 Chap 11 “Pricing Strategy and Management”. Also reference: Whitwell, G., Lukas, B., Doyle, P. 2003, Chap 8 “Prices”.
Week 7, Session 12, 19th April	Competitive Positioning Integrated Marketing Communications Strategies <ul style="list-style-type: none"> • Promotion /Advertising Strategy • Sales Force, internet and direct marketing strategies 	Reference: Cravens and Piercy 2006 Chap 12 “Promotion, Advertising and Sales Promotion Strategies” Chap 13 “Sales Force, Internet, and Direct Marketing Strategies”.

Week 7, 19th April	Working Session	Assessment Item 1 – Marketing Strategies due Friday 23rd April
Week 8, Session 13, 26th April	Competitive Positioning Strategic Brand Management Challenges in Building strong Strategic Brand analysis	Reference: Cravens and Piercy 2006 Chap 9 “Strategic Brand Management”.
Week 8, 26th April	Working Session	
Week 9, Session 14 3rd May	Competitive Positioning - Innovation Implementation Competing through Innovation Competing through Superior Service Strategic Customer Management	Hooley, Piercy & Nicoulaud 2008 [Part 4 Chapters 13 & 14] Hooley, Piercy & Nicoulaud 2008 [Part 5 Chapters 15 & 16]
Week 9, 3rd May	Working Session	
Week 10, Session 15, 10th May	Corporate Social Responsibility	Hooley, Piercy & Nicoulaud 2008 [Part 5 Chapter 18]
Week 10, 10th May	Working Session	Hooley, Piercy & Nicoulaud 2008 Case Study Discussion: Ballantyne, Smy[Part 5 Chapters 15 & 16]
Week 11, Session 16, 17th May	Implementation <ul style="list-style-type: none"> • Strategic Alliances and Networks • Twenty First Century Marketing 	Hooley, Piercy & Nicoulaud 2008 [Part 5 Chapters 17 & 18 and ch19]
Week 11, 17th May	Working Session	Hooley, Piercy & Nicoulaud 2008 Case study discussion: Pret a Manger p 411-413 Assessment Item 3 Blue Ocean journal due Friday 21 May
Week 12, Session 17, 24th May	Implementing Market Strategies <ul style="list-style-type: none"> • Marketing Plan Implementation • Specifying/obtaining feedback data/Taking corrective action. 	Reference: Cravens and Piercy 2006 Chap 14 “Designing Market-Driven Organisations” and Chap 15 “Marketing Strategy Implementation and Control”. Quiz 2 – Blue Ocean
Week 13, Session 18, 31st May	Course Summary and Review	

