MACQUARIE UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

MKTG303
Marketing Strategy Analysis and Decisions

Semester 2, 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
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 (i.e. at least 80% attendance is required)
  - You must pass the individual assessment items (i.e. at least 47.5/85)
  - You must obtain an overall mark of at least 50%
  - 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: david.gray@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.

Brenton Price
Telephone: 9850-8468
Email: bpenviro@bigpond.net.au
Consultation time: Available by appointment.

Brenton was initially trained as a scientist. He has over 20 years experience in marketing and business management. He has been teaching a range of marketing units at various universities since 2001. Brenton has an MBA from UTS. His philosophy towards students is "As a teacher I play a very important role in contributing to students' academic growth and personal development. It is my goal to help students acquire knowledge, to be critical thinkers, with the ability to evaluate that knowledge to form their own opinions and decisions rather than just transmitting it."

3. CLASSES

Students must attend one of the following lectures:

Lecture_1	Class_01	Wed 11-13	Room C5C T2
Lecture	Class_02	Wed 16-18	Room E7B 100

Students must attend one of the following tutorials:

Tutorial_1	Class_05	Wed 14-16	Room E7B T3
Tutorial	Class_06	Wed 18-20	Room E7B 164

Tutorials Schedule

Tutorial	Week	Wednesday 14-16, Room E7B T3		Wednesday 18-20, E7B 164	
		Stream 1	**Stream 2**	**Stream 3**	**Stream 4**
Tutorial 1	2-3	11 August	18 August	11 August	18 August
Tutorial 2	4-5	25 August	1 September	25 August	2 September
Tutorial 3	6-7	8 September	15 September	8 September	15 September
Tutorial 4	8-9	6 October	13 October	6 October	13 October
Tutorial 5	10-11	20 October	27 October	20 October	27 October
Tutorial 6	12-13	3 November	10 November	3 November	10 November

- The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
- The unit timetable can be found on the University web site at: http://www.timetables.mq.edu.au/

4. Required and Recommended Texts and/or Materials

4.1 Course resources/Prescribed Texts

Prescribed text

Strategic Marketing Problems: Cases and Comments: International Edition, 12/E
Roger Kerin & Robert Peterson

ISBN-10: 0132465493
ISBN-13: 9780132465496
Publisher: Prentice Hall, Copyright: 2010

Prescribed unit materials:

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

Recommended supplementary text is:

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

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**
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

7. Teaching and Learning Strategy

The semester course consists of 13 x 2 hour lectures plus 6 x 2 hour tutorials. Each tutorial will be kept to approximately 25 students to maximize learning opportunities and will be held on a bi-weekly basis. 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

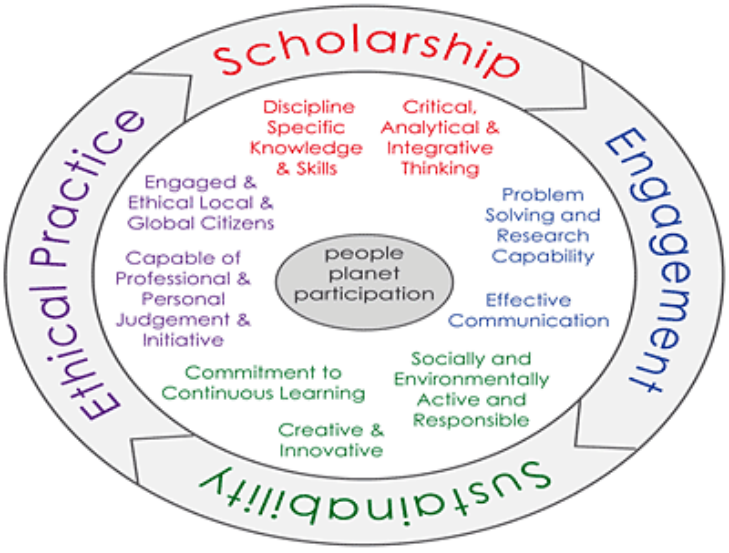
Lectures consist of formal presentations by the lecturer, together with discussion of selected case studies and videos. The lectures will be combined with discussion of assigned text readings, cases and marketing simulation game. All students should expect to gain some practice in applying such models, 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 Graduate Capabilities – Critical, Analytical and Integrative Thinking

Macquarie University's stated Graduate Capabilities may be viewed as a mix of cognitive capabilities, and personal, interpersonal, and social capabilities. In addition to the abovementioned learning outcomes, the MKTG303 Marketing Strategy unit has been designed to develop your skills within the specific graduate capability area of critical, analytical and integrative thinking. We want our graduates to be capable of achieving the following;

A. To be able to reason, question and analyse information
B. To be able to integrate and synthesise learning and knowledge from a range of sources and environments
C. To be able to critique constraints, assumptions, and limitations
D. To be able to think independently and systematically in relation to scholarly activity in the workplace and in the world in general
E. To be able to develop advanced skills in information and technology literacy



8.2 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, (i.e. Marketing Models + Exam + Reflective Journal + Participation + Blue Ocean Quiz).

Assessment Task	Due Date	Weight	Link to Outcomes/Skills	Learning Objectives
Individual Assessment Items				
1. Marketing Models	Soft Copy -October 5 -5pm Hard Copy – October 8 -5pm	20%	A, B, C, D, E	1, 2, 3, 4, 5
2. Final Exam	Final Exam To Be Advised	30%	A, B, C, D, E	1, 2, 3, 4, 5
3. Reflective Journal	Soft copy – 27 October 5pm Hard Copy -29 October 5pm	15%	A, B, C, D, E	1, 2, 3, 4, 5
4. Blue Ocean Quiz	Quiz 1 – 8 September Quiz 2 – 3 November	5%	A, B, C, D, E	1, 2, 3, 4, 5
Group Assessment Items				
4.Group Case Study	In Tutorial	15%	A, B, C, D, E	1, 2, 3, 4, 5
6. Blue Ocean Game	Week 6-10	15%	A, B, C, D, E	1, 2, 3, 4, 5
	Total	**100%**		**100%**

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

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

SOFT COPY DUE Tuesday 5th October by 5.00pm (uploaded to Turnitin)
HARD COPY due Friday 8th October 5.00pm - 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

- 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: The models do not have to be linked with the techniques.
- You must also have an overall cover page as per university cover page requirements, followed by a Table of Contents. The structure of the document is as follows:

  I. Cover Page
  II. Table of contents
  III. Executive Summary (max 400 words)
  IV. Introduction paragraph
  V. Definition: define the concept
  VI. Objectives behind using the concept
  VII. Explain the steps in putting into practice
  VIII. Strengths/Weaknesses: Also explain the contexts in which this tool or strategy is best used
  IX. Illustrate with application examples/case studies.
  X. References and sources of information

- Your research into each concept should cover relevant marketing/strategy textbooks (i.e. not only Kerin and Peterson), journal articles and other references (not Wikipedia or general internet reference sites). You will be rewarded the more academic sources you can demonstrate.

- **Examples of emerging strategies**:
  - **One of the following**: 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 marketing, internet search marketing, ambush marketing, affinity marketing, affiliate marketing, peer to peer marketing,
  - **One of the following:** 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.

- **Examples of models, tools and techniques**:
  - **One of the following**: market orientation, PESTEL 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,

- **One of the following**: 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).

Written Report Submission Guidelines

Your assignment must be submitted in two stages:

- **STAGE 1: Week 8 - Submit a SOFT COPY of the report to the TURNITIN detection system by Tuesday 5th October 5.00pm**. Submission to Turnitin is through blackboard. Submit your individual assignment to Turnitin as a Word document (i.e**. not PDF**, PowerPoint, etc). You can submit your assignment more than once up to the due date. Only the last version will be marked. **Students must use their Macquarie University student number followed by their last name and their class as their Turnitin Username. E.G. 41917418_Gray_Models_Wed _2pm_ Stream 1.**

- **STAGE 2: Week 8 - Submit a HARD COPY to BESS by Friday 8th October 4.30pm**: Submissions received after the deadline will lead to an automatic 5 mark per day deduction. Please note that your hardcopy of the assignment must include the following:

- Cover sheet with student name, student ID number, Group Number, lecture day and time

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate

- Turnitin receipt email. This email provides time and date proof of assignment submission to the Turnitin system Copy of the Originality report from Turnitin printed out in black and white, or colour.
- Any assignment not containing a student cover sheet, a print out of the Turnitin Receipt email stating time/date of submission, as well as the Turnitin Originality report will not be marked.

- Expectations in relation to the presentation of written work: All written work to be submitted in typed format on A4 white paper, using only one side of the sheet, 12pt Arial typeface, single-spaced. Assignment to be contained securely in a ring or clip binder.

- **Referencing:** You must prepare and present all written work associated with your Assessment Tasks in accordance with the requirements of the Harvard Referencing System:

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.

- Written reports which, in the opinion of the lecturer/tutor, employ disproportionately poor grammar and are poorly structured and written, and poor referencing will be assigned a grade that is one-letter lower than would otherwise be assigned.

- **The Position Paper will be graded in terms of the following criteria:**

1. Evidence that each of the 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 Harvard Referencing System

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

8.4 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

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/academic-index.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 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.

8.5 Assessment 3: Blue Ocean Reflective Learning Journal - 15%

Due Dates: Soft copy – 27 October 5pm; Hard Copy -29 October 5pm

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 a**fter each round of the Blue Ocean Game (i.e. Red Round, Blue 1, Blue 2, and Blue 3).**

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 yours?

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

Written Report Submission Guidelines - Maximum Length - 20 pages

Your assignment must be submitted in two stages:

- **STAGE 1: Weeks 7-10 PROGRESS REPORT --Submit a SOFT COPY of your Blue Ocean experience through the BLACKBOARD-DISCUSSION menu item after each round of the Blue Ocean Game** (i.e. Red Round, Blue 1, Blue 2, and Blue 3). **NOTE: 1.5 marks will be deducted for each round of the game not reported on).**

- **STAGE 2: Week 11 – Submit a SOFT COPY of complete Blue Ocean Reflective Journal TO TURNITIN by Wednesday 27 October 5.00PM. Students must use their Macquarie University student number followed by their last name and their class as their Turnitin Username. E.G. 41917418_Gray_Models_Wed _2pm_ Stream 1.**

- **STAGE 3: Week 11 - Submit a HARD COPY to BESS Friday 29th October by 4.30pm**: Submissions received after the deadline will lead to an automatic 5 mark per day deduction. Please note that your hardcopy of the assignment must include the following:

- A BESS Individual Cover sheet with student name, student ID number, Group Number, lecture day and time, plus table of contents.

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate

- Turnitin receipt email. This email provides time and date proof of assignment submission to the Turnitin system.
- Copy of the Originality report from Turnitin printed out in black and white, or colour.
- Any assignment not containing a student cover sheet, a print out of the Turnitin Receipt email stating time/date of submission, as well as the Turnitin Originality report will not be marked.

- Expectations in relation to the presentation of written work: All written work to be submitted in typed format on A4 white paper, using only one side of the sheet, 12pt Arial typeface, single-spaced. Assignment to be contained securely in a ring or clip binder.

- **Referencing:** You must prepare and present all written work associated with your Assessment Tasks in accordance with the requirements of the Harvard Referencing System:

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.

- Written reports which, in the opinion of the lecturer/tutor, employ disproportionately poor grammar and are poorly structured and written, and poor referencing will be assigned a grade that is one-letter lower than would otherwise be assigned.

- **The Reflective Journal will be graded in terms of the following criteria:**

    1. Evidence that each of the 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 Harvard Referencing System

8.6 <u>Assessment 4: Group Case Study (15%)</u>

Due:	**Tutorials 2-6**
Value:	**15% of Course Marks** - 10% Case Write-up - 5 % Group Presentation

The cases facilitate the discussion of marketing problems in real situations. You should read these cases carefully and come to class prepared to provide constructive input as the class works together to address the issues of the case. Students are asked to form teams to prepare for the cases. The target size is four people. Three is viable but more than four or less than three is strongly discouraged. Each group will be assigned one case: Case will be written up and presented by the group.

ESSENTIAL REFERENCE: Text: Kerin & Peterson, 2010 Chap 3: pp 53-63- Preparing for the Case Studies -Marketing Decision Making and Case Analysis.

<u>Case Write-Up Requirements: 10.0%</u>

- Each group will be allocated a case study in Tutorial 1. Each case write-up should consist of maximum five (7) pages excluding tables and figures and should address the issues raised in the case.
- Your reports must be handed in at the start of the tutorial in which the case will be discussed and emailed to your tutor at-least 24 hours before the beginning of class. These cases will be graded.
- Please note that your hardcopy of the assignment must include the following:

- A BESS Group Cover sheet with student name, student ID number, Group Number, lecture day and time, plus table of contents.

http://www.businessandeconomics.mq.edu.au/for/new_and_current_students/undergraduate

- All written work to be submitted in typed format on A4 white paper, using only one side of the sheet, 12pt Arial typeface, single-spaced. Assignment to be contained securely in a ring or clip binder.
- **Referencing:** You must prepare and present all written work associated with your Assessment Tasks in accordance with the requirements of the Harvard Referencing System:

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.

- Written reports which, in the opinion of the lecturer/tutor, employ disproportionately poor grammar and are poorly structured and written, and poor referencing will be assigned a grade that is one-letter lower than would otherwise be assigned

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- **Case Study Oral Presentation Requirements: 5.0%**

  - The guidelines for the oral presentation are contained on Page 62 of the **Text: Kerin & Peterson, 2010 Chap 3: Preparing for the Case Studies - Marketing Decision Making and Case Analysis.**
  - Use PowerPoint.
  - A HARD COPY must be handed in at the start of the tutorial in which the case will be discussed and emailed to your tutor at-least 24 hours before the beginning of class.

- **The Case Study grading criteria:**
  1. Evidence of clarity, logic, understanding of concepts
  2. Evidence of reading appropriate external material (not Wikipedia or general internet reference sites)
  3. Creativity, insight and imagination shown at arriving at the approach taken
  4. Well organized and presented (Visuals etc)?
  5. Appropriate referencing, attention to spelling, etc Harvard Referencing System

8.7 Assessment 5: Blue Ocean Tests - 5%

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 – 2.5%. Quiz 2 will be conducted in class in Week 12 – 2.5%

8.8 Assessment Task: Blue Ocean Simulation Game – 15%

Due: **Weeks 3-10**
Value: **35% of Course Marks**
- 15% Group Assessment – Blue Ocean Game
- 15 % Individual Reflective Learning Assignment
- 5% 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 individually 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 B07511
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, then download the Blue Ocean Software and read all relevant materials supplied

Timetable of Simulation Game Decisions – MKTG303, Semester 2 2010 **Key Dates & Activities completed by**		
Week	**Due Date**	**Activity**
Week 3	Wednesday 18 August	Blue Ocean Simulation Briefing
Week 4		
Week 5	Friday 3 September	Students registered and in teams Practice
Week 6	Wednesday 8 September	Practice and Quiz 1
Week 7	Friday 17 September	Red Round
Mid Semester Break - Saturday 18 September to Monday 4 October 2010		

Week 8	Friday 8 October	Blue Round 1
Week 9	Friday 15 October	Blue Round 2
Week 10	Friday 22 October	Blue Round 3
Week 11	Wednesday 27 October Friday 29 October	Blue Ocean Reflective Journal due to TURNITIN HARD COPY Reflective Journal due to BESS
Week 12	Wednesday 3 November	Quiz 2

8.9 GRADES

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://senate.mq.edu.au/rules/Guidelines2003.doc or
http://senate.mq.edu.au/rules/detailedguidelines.doc

9 STUDENT RESPONSIBILITIES AND CONDUCT

9.1 Workload

It is expected that you will spend at least **3 hours per week per credit point over an above the face to face teaching** 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.

10 ACADEMIC HONESTY (AND SUBMISSION TO TURNITIN.COM)

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

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 individual assignments must be your own group's work. Plagiarism is a serious offence. We will be watching. Your Blue Ocean Game Reflective Learning Assignment must therefore be submitted to Turnitin at www.turnitin.com

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 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/procedure.html

13 GRADE APPEAL AND EXAM 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/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

14 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

15 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 utilising 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 unit 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.

16 COURSE OUTLINE AND TUTORIAL SCHEDULE

MKTG303 - LECTURE SCHEDULE-1
FOR MACQUARIE UNIVERSITY Semester 2, 2010

Day No. **Lecture Date**	**Topic**	**Readings/ Specific Tasks**
Week 1, Session 1 4 August	**Introduction to Marketing Strategy** • Course Assessment • Overview Subject Outline • Strategic Role of Marketing • Enhancing Shareholder Value.	Form Groups (max 4) Complete Team Agreement Form Kerin & Peterson 2010 Chap 1
Week 1, Session 2, 4 August	**Profitability and Financial Management** • Productivity Measures • Customer Relationship • Balanced Scorecard • Financial Management	Reference: Finch Byron .J, (2007), Operations Now. Chapter 2 Profitability Kaplan, R.S., Norton., D.P., 1996, The Balanced Scorecard, Harvard Business School Press Kerin & Peterson 2010 Chap 2: Financial Aspects of Marketing Management

Week 2, Session 3, 11 August Week 2, Session 4, 11 August	**Competitive Market Analysis** • Industry analysis and competitive advantage • Identifying attractive markets and customer analysis **Competitive Market Analysis** • Competitor Analysis • Marketing Resources	Kerin & Peterson 2010 Chap 4: Opportunity Analysis, Market Segmentation and Market Targeting
Week 3, Session 5, 18 August Week 3, Session 6, 18 August	**Blue Ocean Briefing** • Introduction/User Guide • Registration Process **Measuring Market Opportunities** • Forecasting • Segmentation and positioning	Blue Ocean User Guide Kerin & Peterson 2010 Chap 4: Opportunity Analysis, Market Segmentation and Market Targeting
Week 4, Session 7, 25 August	**Competitive Positions** • Segment Positioning • Selecting Target Markets	Demonstration of Blue Ocean Game
Week 5, Session 8 and 9, 1 September	**Competitive Positioning** • Creating Sustainable Competitive Advantage • Through the Marketing Mix	
Week 6, Session 10, 8 September	**Competitive Positioning** **Value Chain Strategy** • Strategic role of distribution • Managing the channel	Kerin & Peterson 2010 Chap 7: Marketing Channel Strategy and Management Reference: Cravens and Piercy 2006 , Chap 10 "Value Chain Strategy". **Quiz 1 Blue Ocean**
Week 7, Session 11, 15 September	**Competitive Positioning** **Pricing Strategy and Management** • Strategic role of price • Selecting the Pricing Strategy • Determining Specific Prices and Policies	Kerin & Peterson 2010 Chap 8: Pricing Strategy and Management 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, 15 September	**Competitive Positioning** **Integrated Marketing Communications Strategies** • Promotion /Advertising Strategy • Sales Force, internet and direct marketing strategies	Kerin & Peterson 2010 Chap 6: Integrated marketing Communications Strategy and Management Reference: Cravens and Piercy 2006 Chap 12 "Promotion, Advertising and Sales Promotion Strategies" Chap 13 "Sales Force, Internet, and Direct Marketing Strategies".
Mid Semester Break - Saturday 18 September to Monday 4 October 2010		
Week 8, Session 13, 6 October	**Competitive Positioning** **Strategic Brand Management** Challenges in Building strong Strategic Brand analysis Review Blue Ocean – Red Round	Kerin & Peterson 2010 Chap 5: Product & Service Strategy and Brand Management Reference: Cravens and Piercy 2006 Chap 9 "Strategic Brand Management". **Assessment Item 1 – Marketing Strategies due TURNITIN SOFT-COPY due Tuesday 5th**

		October by 5.00pm **Assessment Item 1 – Marketing Strategies HARD COPY due Friday 8th October 4.30pm**
Week 9, Session 14 13 October	**Competitive Positioning - Innovation** Competing through Innovation Competing through Superior Service **Implementation** Strategic Customer Management **Review Blue Ocean – Blue Round 1**	Kerin & Peterson 2010 Chap 5: Product & Service Strategy and Brand Management
Week 10, Session 15, 20 October	**Corporate Social Responsibility** **Review Blue Ocean – Blue Round 2**	Hooley, Piercy & Nicoulaud 2008 [Part 5 Chapter 18]
Week 11, Session 16, 27 October	**Implementation** • Strategic Alliances and Networks • Twenty First Century Marketing **Review Blue Ocean – Blue Round 3**	Kerin & Peterson 2010 Chap 9: Marketing Strategy Reformulation: The Control Process **<u>Assessment Item 3</u> SOFT COPY Blue Ocean Reflective Journal due TO TURNITIN by Wednesday 27 October 5.00PM** **<u>Assessment Item 3</u> HARD COPY Blue Ocean Reflective Journal due Friday 29 October 5.00PM**
Week 12, Session 17, 3 November	**Implementing Market Strategies** • Marketing Plan Implementation • Specifying/obtaining feedback data/Taking corrective action.	Kerin & Peterson 2010 Chap 9: Marketing Strategy Reformulation: The Control Process 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, 10 November	**Course Summary and Review**	

MKTG303 - TUTORIAL SCHEDULE-1
FOR MACQUARIE UNIVERSITY Semester 2, 2010

Date	Topic	Assigned Work
Tutorial 1 **Weeks 2-3**	**Introduction**	**Group Formation – Confirm Blue Ocean Teams of 3-4.** Complete Team Agreement Form **Discussion**: Preparing for the Case Studies -Marketing Decision Making and Case Analysis - Text: Kerin & Peterson , 2010 Chap 3: pp 53-63
Tutorial 2 **Weeks 4-5**	**Blue Ocean and Competitive Positioning**	Group 1: **CASE 1 ANALYSIS - Rayovac Corporation** Text: Kerin & Peterson 2010 Chap 4: pp 93-108 Group 2: **CASE 2 ANALYSIS - First in Show Pet**

		Foods, Inc- Text: Kerin & Peterson 2010 Chap 4: pp 118-127 Demonstration of Blue Ocean Game
Tutorial 3 **Weeks 6-7**	**Competitive Positioning Through the Marketing Mix**	Group 3: **CASE 3 ANALYSIS - CUTCO** Text: Kerin & Peterson 2010 Chap 7: pp 391-403 Group 4: **CASE 4 ANALYSIS - EMI Group, PLC- CD Pricing in the recorded music Industry -** Text: Kerin & Peterson 2010 Chap 8 pp 449-463 Blue Ocean Quiz 1
Tutorial 4 **Weeks 8-9**	**Competitive Positioning Strategic Brand Management** **Competitive Positioning - Innovation**	Group 5: **CASE 5 ANALYSIS – Cadbury Beverages Inc – Crush Brand -** Text: Kerin & Peterson 2010 Chap 6: pp 316-330 Blue Ocean Red Round Review
Tutorial 5 **Weeks 10-11**	**Corporate Social Responsibility** **Implementation**	Group 6: **CASE 6 ANALYSIS – Kraft Foods: The Coffee pod Launch (A)** Text: Kerin & Peterson 2010 Chap 5: pp 155-171 Blue Ocean Blue Round 1 -3 Review
Tutorial 6 **Weeks 12-13**		Group 7: **CASE 7 ANALYSIS -** Text: Kerin & Peterson 2010 Chap 9: Strategy Reformulation: The Control Process**: McNeil Museum of Art**, pp 579-588 Blue Ocean Quiz 2 Course Review

MKTG303 MARKETING PROJECT
SIMULATION GROUP PROJECT 2010
Team Agreement/Group Project Formation

In order to encourage commitment on the part of all group members, each team member will sign this Team Agreement which defines how the group will operate during the conduct of the Group Assignment. Each member of the group is to sign below to indicate that they will abide by the conditions of the agreement as set out below.

Tutor Name: _____ Group No:_____ Date: _____

Tutorial Time_____ Company _____

Student ID	Student Name	Email	Signature

1. Team Leader: _____ Mobile :_____

2. Manage Meetings: Time Required/When/Where/Frequency?
_____

3. Measure Performance? – Meeting deadlines, grammar, etc_____
_____

4. Team Goal(s)? HD, D, equal workload, attend all meetings, etc
_____
_____

5. Resolve problems/conflict/lack of co-operation/disruptive behaviour, etc?
_____
_____

6. Team Members Obligations (e.g. attend meetings on time; do all assignments on schedule; avoid personal conflict; allow free flow of ideas; listen to everyone; take personal responsibility for outcomes; inform people of decisions; make a file note after every meeting of future action steps and responsibility, help other team members to build their skills
_____
_____

7. How to share the workload?
_____
_____

8. Quality Audit? (e.g. grammar, referencing, meeting of assignment requirements, layout, etc)
_____