

MACQUARIE  
UNIVERSITY



FACULTY OF  
BUSINESS AND ECONOMICS

**MKTG304**  
**Marketing Project**

**Semester 2, 2010**

*Department of Business*

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

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## 1. INFORMATION ABOUT THIS COURSE

<b>Unit Number:</b>	MKTG304
<b>Unit Title:</b>	Marketing Project
<b>Unit Weight</b>	3 Credit Points
<b>Unit Level:</b>	300
<b>Year and Semester:</b>	2010, Semester 2
<b>Unit convenor:</b>	Dr David Gray
<b>Prerequisites:</b>	Admission to (BCom or BCom-Mktg or BBA or BIntBus and (MKTG202 or MKTG203 or MKTG208 or BBA203 or BBA213)
<b>Contact Hours:</b>	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:** MKTG304 - 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 final exam
  - Satisfactory completion of the Group marketing Strategy Project
  - 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](mailto:dgray@efs.mq.edu.au)

Room: E4A Room 628

**Consultation time: Wednesday 2pm-4pm**

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.

**Lecturer: Ron Innis**

Telephone:

Email: Ron Innis [roninnis45@gmail.com](mailto:roninnis45@gmail.com)

**Consultation time: Available by appointment.**

Bachelor of Commerce, Honours in Applied Psychology and Economics, UNSW  
Master of Commerce, Honours Research Degree in Marketing, UNSW. Ron has international and domestic business experience in senior management and marketing roles with Xerox, Qantas, American Express, several major international direct selling companies and international area management roles in materials management and facilities management with a large non-profit service organisation in the Pacific area. Ron has lectured and coordinated courses in an adjunct capacity at both post-graduate and under-graduate levels in management, international management and marketing management at the University of Western Sydney and at under-graduate level in marketing research and international marketing at Macquarie University.

**Lecturer: Mr Andrew West**

Telephone: 0439257968

Email: [andy.west@gmail.com](mailto:andy.west@gmail.com)

**Consultation time: Available by appointment.**

Andrew has worked as a marketing practitioner in many senior roles: Shell Oil and then in the finance industry, software and running his own business catering for a range of industries including professional services, media and marketing, the wine industry, government and the heavy engineering industry. This led to the commercialization of several hand held software applications and web based packages in joint partnership with the client and other IT partners. Over the past eight years Andrew has been involved in several businesses as a marketing consultant and executive trainer in leadership, team building, motivation and employee engagement.

Since 2003 Andrew's academic focus has been in Marketing, after completing his MBA through Newcastle University. Research papers have been written in emotional intelligence and competitive advantage, key success factors for marketing high tech, intangible capabilities and e-business adoption, and positive psychology effects on innovation. Andrew has tutored and lectured in Strategic Marketing, E-Marketing and Marketing Concepts at undergraduate and post

graduate level bringing his practical experience to the learning environment. For the past four years he has been working on his Doctorate of Business Administration with the dissertation on Positive Psychology in Organisational Behaviour.

### 3. LECTURERS AND TUTORIAL CLASSES

Students must attend one of the following lectures:

Lecture_1	Class_01	Tue	12-14	E7B T2
Lecture_2	Class_02	Wed	16-18	E7B T2

Students must attend one of the following tutorials:

#### Tutorials

Tutorial_1	Class_06	Tue	16-18	E5A 116
Tutorial_2	Class_09	Wed	16-18	E6A 102
Tutorial_3	Class_08	Wed	18-20	E8A 188
Tutorial_4	Class_10	Tues	18-20	W5A 205

#### Tutorials Schedule

Tutorial	Week	Tuesday 16-18, Room E5A 116		Wednesday 18-20, W5A 205	
		Stream 1	Stream 2	Stream 3	Stream 4
Tutorial 1	2-3	10 August	17 August	11 August	18 August
Tutorial 2	4-5	24 August	1 September	25 August	2 September
Tutorial 3	6-7	7 September	14 September	8 September	15 September
Tutorial 4	8-9	5 October	12 October	6 October	13 October
Tutorial 5	10-11	19 October	26 October	20 October	27 October
Tutorial 6	12-13	2 November	9 November	3 November	10 November

Tutorial	Week	Wednesday 18-20, Room E8A 188		Wednesday 16-18, E6A 102	
		Stream 5	Stream 6	Stream 7	Stream 8
Tutorial 1	2-3	11 August	18 August	11 August	18 August
Tutorial 2	4-5	25 August	2 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/>

Each of the 6 x 2 hour tutorials is limited to approximately 25 students.

## 4. REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

### 4.1 Course resources/Prescribed Texts

#### Prescribed text

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

Porter, M. 2008, "On Competition", McGraw Hill

#### Recommended supplementary text is:

- Porter, M. E. (Ed.) 1980 and 1998, *Competitive Strategy: Techniques for Analysing Industries and Competitors*, Free Press, New York.
- Hooley, G., Piercy, N.F., Nicoulaud, B., 2008. "Marketing Strategy and Competitive Positioning" Prentice Hall, 4th ed. (available from Bookshop)
- Cravens and Piercy 2009, 9<sup>th</sup> Ed, "Strategic Marketing", McGraw Hill
- Mullins J., Walker O., Boyd H., and Larréché J.-C., 2006, "Marketing Management: 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
- Gultinan, 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*, 7<sup>th</sup> Edition, Thomson
- 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.

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:**

<b>Marketing and Strategy Academic journals</b>	<b>Marketing and Strategy Academic journals</b>
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
<b>Other publications</b>	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**

This unit is structured as a semester-long team-based project. It integrates the materials that are covered in first and second year marketing units. Its objectives are to investigate the following questions:

1. What kinds of factors influence the competitive positioning of an industry and the firms within it to achieve a sustainable competitive advantage?
2. What kinds of “Blue-Ocean” strategies can be developed to assist a firm to re-construct their existing competitive market boundaries?
3. How can corporate social responsibility (CSR) be used as a mechanism to achieve a sustainable competitive advantage?

The class is conducted through workshops and discussions where students are taught to write a research paper in the around the industry of their 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:

<b>SKILLS AND COMPETENCIES</b>		
	<b>Opportunity to Develop</b>	<b>Assessed</b>
<b>SUBJECT SKILLS &amp; COMPETENCIES</b>		
1. Articulate frameworks and approaches to harness the power of marketing-oriented thinking for the creation of long-term advantage of any organisation	X	X
2. Understand the firm's relation to its business environment of customers, competitors, collaborators, and other external forces		
3. Be able to conduct an industry and market analysis to assess market opportunities by analysing customers, competitors, collaborators, and other external forces.	X	X
4. Critically examining problem areas, developing feasible marketing investment decision options, developing key recommendations, and communicating this strategic thinking to others.	X	X
5. 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 course consists of 38 hours of face-to-face teaching. There are 13 x 2 hour lectures plus 6 x 2hour tutorials. The unit is designed to be an exercise in applied learning, where the first half of the semester adds to your knowledge base, and the second half applies that knowledge. It is vital that you

- stay in your assigned tutorial session
- attend the first lecture to get into a group and get briefed
- attend and contribute to your group's effort

### **7.1 Relationship of this course to other course offerings**

This course integrates knowledge of market analysis with strategic business considerations, to achieve superior performance in sales growth, market share and profit contribution. Topics include: competitive strategy: core concepts, marketing systems analysis, Blue Ocean strategy, corporate social responsibility and competitive Positioning

Students draw on materials from all previous marketing courses and practical case studies.



## **7.2 Approach to learning and teaching**

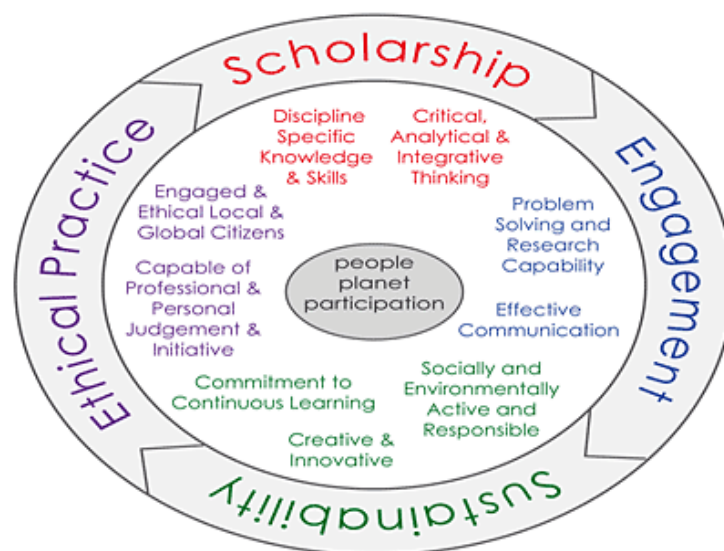
Generally, seminars will involve formal presentation by the lecturer, together with student presentations of selected topics. The formal seminars will be combined with discussion of assigned text readings. In a number of places, text and lecture presentations will consider formal models for depicting processes of corporate and strategic marketing. All students should expect to gain some practice in applying such models, when appropriate, in the assignments. 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 MKTG304 Marketing Project 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**

The course offers a number of elements which provide the student the opportunity to demonstrate their 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 Simulation Game) and three individual assessment items: i.e. the Blue Ocean quiz, peer review and the final exam. 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.

<b>Assessment Task</b>	<b>Due Date</b>	<b>Weight</b>	<b>Graduate Capability</b>	<b>Learning Objectives</b>
Final Examination	See University Examination Timetable.	25%	A, B, C, E	1, 2, 3, 4, 5
Marketing Theory Assignment	Week 4-7	20%	A, B, C, D, E	1, 2, 3, 4, 5
Marketing Systems Project				
(a) Phase Reports - Individual	Tutorials 3-5	20%	A, B, C, D,E	1, 2, 3, 4, 5
(a) Oral Presentation	Week 11-12	10%	A, B, C, D,E	1, 2, 3, 4, 5
(b) Written Report	12 November	20%	A, B, C, D, E	1, 2, 3, 4, 5
Individual Class Participation	Continuing	5%	A, B, C, D, E	1, 2, 3, 4, 5
	<b>Total</b>	<b>100%</b>		

Grades will be awarded according to the normal grading scheme:

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

## **8.3 Final Exam (25%)**

There will be a final exam worth 25% of the assessment and will cover all course lectures and tutorials. All students are expected to sit for the examination at the scheduled time. The exam will incorporate theoretical concepts with case study application(s) studied in class.

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 Marketing Theory Assessment - 20%**

**Due:** Weeks 4-7

**Value:** 20% of Course Marks

- 10% Team Oral presentation (20 minutes)
- 10 % Team Written Report (5-10 pages class handout)

• **Overall Requirements:**

- All oral and written presentations should (a) identify the issues that are relevant to the topic area. This should include origin of the issue; overview of relevant literature and the nature of the debate/controversy on the issue; (b) discuss the merits of these debates. This may involve the paradigms adopted, theoretical and/or conceptual foundations and methodologies used and (c) implications of this/these debate(s) to marketing strategy, practice and future managerial relevance.
- Each member of the group must also participate in the presentation and written report and will be marked on the quality of their presentation. The assessment mark allocated to each individual member will be the assessment mark allocated to the group unless the peer review statement (included with all group submissions) indicates otherwise.
- **Marking Criteria**
  - Expression (spelling, syntax, grammar)
  - Description (coherent, unambiguous, thoughtful)
  - Argument (valid, logical, reasonable, reflective)
  - Relevance and Depth
  - A competent presentation will completely cover the material in the assigned chapters. Good presentations will cover the material and relate the material to other material we are or have covered. The best presentations will not only do the first two, but in addition will relate the material to current events in the business press.

- **Oral Presentation -**
  - Each team will present (using PowerPoint) a 20 minute summary of the assigned readings and lead the class in discussion.
  - Email a copy to your tutor 2 days before presentation. Your filename should be for example. **Group 1\_Tuesday 4pm\_Stream 1\_Theory Presentation**
  
- **Written Handout**
  - Each team will prepare a written class handout (guide 5-10 pages) based on the overall requirements previously specified. A **hard copy of handout is to be provided** to all students in your tutorial so that the class can follow their presentation and make notes.
  - All written work is to be typed using Times Roman, 12 point font single spacing, and 2.5cm margins and to follow correct form, group cover sheet and table of contents. All papers must address all of the **Overall Requirements** identified.
  - Papers which, in the opinion of the tutor employ disproportionately poor grammar and are poorly structured and written, will be assigned a grade that is one-letter lower than would otherwise be assigned.
  - **Turnitin Submission** - Written class handouts must be submitted to Turnitin plagiarism software in Microsoft Word format 2 days before due date of team presentations. To assist each group test for potential plagiarism issues your group can submit their class handout report more than once up to the due date. Please make sure that only one member of your group submits the seminar report to Turnitin. Your filename should be for example. **Group 1\_Tuesday 4pm\_Stream 1\_Theory Handout**. The **class ID and password** for Turnitin and the instructions to use it will be provided well before the assignment is due.
  - Late submission penalty will apply- 10% of the assignment value per day.

### **8.5 Marketing Systems Analysis – Total 50.0%**

**Value: 50% of Course Marks**

- 20% - Individual Phase Oral Presentations - Phase 1-4
- 10% - Oral Presentation made weeks 11-12
- 20% - Final Team Written Report

- **Overall Requirements:**

- You are required to complete an analysis of the marketing systems for a particular type of service of interest to you in Australia with export opportunities. The focus is not on a particular brand or a service supplied by one firm but on a more generically defined service for which different types of firms compete to serve customer requirements e.g. the marketing system for transportation, telecommunications, travel, finance and insurance, construction, computer and information services, professional services (legal, accounting, architecture, etc), royalties and licence fees, personal, cultural and recreational services and audio visual services. The analysis must demonstrate (a) group understanding of the predominant marketing systems in your industry and (b) the potential to develop 'blue-ocean' strategies within that industry
- **Your group will be expected to conduct both primary (e.g. interviews and surveys) and secondary research such as desk research.**
- In special circumstances and with the lecturer in charge's permission this project may be undertaken by an individual.
- **\*\*Note: You will be required to complete a confidential assessment of your own contribution as well as the contribution of other members of your group to the report and presentation.**

#### **8.5.1 Individual Assessment : Phase 1-4 – Worth 20%**

- Each person will be allocated a phase of the Marketing Systems Project i.e. 1-4
- They will prepare an oral 5 minute PowerPoint presentation (maximum 15 slides) to demonstrate their understanding of the relevant Phase of the Marketing Systems Project.
- A soft copy of your presentation is to be emailed to your tutor 2 days before your presentation is due and a hard copy provided to the seminar leader on the day of the presentation. The marking criteria are:

Expression (spelling, syntax, grammar)  
 Description (coherent, unambiguous, thoughtful)  
 Argument (valid, logical, reasonable, reflective)  
 Relevance and Depth

#### **8.5.2 Oral Presentation: Weeks 11-12 – Worth 10.0%**

- The oral presentation must demonstrate (a) group understanding of the predominant marketing systems in your industry and (b) the potential to develop 'blue-ocean' strategies within that industry.
- Each person will be marked on their individual presentation as part of the overall Marketing Systems Project presentation.

- A soft copy of the entire group presentation is to be emailed to your seminar leader 2 days before your presentation is due and a hard copy provided to the tutor on the day of the presentation. The marking criteria are:

Expression (spelling, syntax, grammar)  
 Description (coherent, unambiguous, thoughtful)  
 Argument (valid, logical, reasonable, reflective)  
 Overall coherency  
 Relevance and Depth

### **8.5.3 Final Team Written Report – 20.0% Due 12<sup>th</sup> November**

#### **Structure of final written Report and suggested topic areas to be covered**

##### ***Table of Contents***

***Executive Summary*** (Note: this is not an introduction but a 1-2 page overview of main

##### ***Phase 1- Basic Demand Conditions***

###### ***Industry Map***

- Map and briefly describe the structure of the industry and its marketing systems linkages.

###### ***Demand Conditions including for example:***

- Consumption patterns - Amount of consumption by type and trends, fluctuations and cycles in demand, domestic and international trade
- Who buys and consumes? (Household, firm, other, final and derived demand, market segments) How, when and where do they buy? (Decision making unit (consumer/industry), buying process, alternatives considered, information sources, decision criteria, existing knowledge and beliefs etc.).
- **Environmental Impacts on Demand** - Environmental factors affecting demand: including, socio-cultural, economic and material environment, regulations, technology, and relevant infrastructure (transport, communication, finance etc).

- ***Phase 2 - Supply Conditions and Intermediaries, Environment and Observers***

###### ***Industry MapUpdate***

- Map and briefly describe the structure of the industry and its marketing systems linkages.

###### ***Supply Conditions including for example:***

- Number, type, size and location of direct and indirect competitors supplying the product or service (including both domestic based and international import suppliers)
- Concentration or lack of concentration of ownership and trends in supply
- Market positions and strengths and weakness on main competitors and internal environmental issues where relevant such as organisations resources, capabilities and core competencies.
- Nature of value creation and delivery system linking producers and consumers for this type of product or service (including channels of distribution, key input suppliers, key complementors)
- Porter's 5 forces analysis of the industry and an industry SWOT
- Government actors involved and their role
- **Environmental Impacts on Supply** - constraints and enablers: Including, socio-cultural, economic and material environment, regulations, technology, and relevant infrastructure (transport, communication, finance etc)

#### ***Intermediaries, Environment and Observers***

- Nature of Intermediaries (e.g. distributors, etc) predominant in the industry and their role
- Nature and degree of competition
- Market positions and strengths and weaknesses of main competitors and their internal environmental issues where relevant such as organisations resources, capabilities and core competencies.
- **Industry Observers Outside the Firm** and Service Organisations and their influence/role such as: Industry Studies, Unions, Business Press (BRW), Local Org. Chambers of Commerce, State Governments, Federal Government, Domestic Trade Bodies/Statistics and International Organisations, e.g. OECD; World Bank, etc.
- Service organisations such as trade associations, investment banks, consultants, advertising agencies, etc

#### ***Phase 3 - Nature of Industry Marketing and Competitive Positioning Strategies***

- Identify the kinds of strategy selection in your industry. (e.g. six basic strategies can be the starting point for your own custom strategy - Cost Leader with Product Life Cycle Focus; Differentiation with Product Life Cycle Focus; Broad Cost Leader; Broad Differentiation; Niche Cost Leader; Niche Differentiator or Porter's Generic Strategies
- Review the market positioning and differentiation of competitors
- Consider the kinds of marketing mix strategies

- branding, product/service design, packaging, before and after sales services
- prices, margins, finance and contractual arrangements
- advertising and promotion
- marketing channels, logistics, margins, role of e-commerce.
- Cooperative Strategies: supplier, customer, distributor and complementor relations (including technical alliances, government relations, co-marketing arrangements, sponsorship, trade associations, etc.)
- Other aspects of trade and marketing practices and issues not elsewhere covered
- Environmental factors affecting competitive and cooperative strategies (including, socio-cultural, economic and material environment, government and regulations (taxes, tariffs, trade practices act), technology (standards bodies), professional bodies and relevant infrastructure (media, transport, finance etc.)

#### **Phase 4- The Future**

- On the basis of your analysis of the marketing system discuss likely future developments and the opportunities and threats for existing market players and potential new entrants. Identify potential alternative “Blue-Ocean” strategies for major industry players and give advantages and disadvantages of each.

- I. ***Bibliography***
- II. ***Appendix 1: 1 to 2 page summary of research process used to develop report including data collection and analysis.***
- III. ***Appendix 2: A description of what each person contributed to the research and final report signed by each member of the group.***
- IV. ***Other Appendices as needed more detailed results and analysis to supplement what is in the main body of the report***

**\*\*\*The total length of the main report i.e. Phase 1-4 plus Executive Summary excluding figures and tables should be about 5000 words (+- 10%). Appendices may be used to add additional information. Please ensure that your report is run through a spelling checker and a grammar checker before final submission. You are to assume that you are presenting this report to the Board of Directors and it must be word perfect and professional.**

#### Useful Reference

M. Porter *Competitive Advantage: Techniques for Analysing Industries and Competitors* New York, Free Press 1998 (on Blackboard). See particularly Appendix B which describes how to do an industry analysis



## Project Marking Guide

Written Report Assessment Criteria	% Weighting
<b>Executive Summary</b>	5.0
<b>Phase 1: Supply Conditions</b>	20.0
<b>Phase 2: Demand and Intermediaries</b>	25.0
<b>Phase 3: Competitive Positioning</b>	25.0
<b>Phase 4: The Future</b>	25.0
<b>Total Score =</b>	<b>15.0%</b>
	<b>100.0</b>

- Papers which, in the opinion of the tutor employ disproportionately poor grammar, with poor structure and layout and written, will be assigned a grade that is one-letter lower than would otherwise be assigned.

### Information Sources:

- Other sources include the websites for firms and organisations involved in the industry, government departments and reports, industry censuses, and international trade associations such as Austrade, trade and industry journals.
- Interviews with people involved in the industry including final customers

### Additional Report Requirements

- **Turnitin Submission** - Written class handouts must be submitted to Turnitin plagiarism software in Microsoft Word format. To assist each group test for potential plagiarism issues your group can submit their class handout report more than once up to the due date. Please make sure that only one member of your group submits the seminar report to Turnitin.
- Your Turnitin Word document filename should be for example. **Group 1\_Tuesday 4pm\_Stream 1\_Systems Report**. The **class ID and password** for Turnitin and the instructions to use it will be provided well before the assignment is due.
- Late submission penalty will apply- 10% of the assignment value per day.
- All assignments must be referenced using the Harvard (author, date) method. Failure to follow this method will result in marks being deducted.
- Remember the essay must be your own work. Plagiarism is a serious offence.

### 8.6 University Policy on Grading

Academic Senate has a set of grading guidelines ranging 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/MQUonly/Issues/Guidelines2003.doc> or  
<http://www.mq.edu.au/senate/MQUonly/Issues/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 in addition to lectures 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 MKTG304 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 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.mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

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 must therefore be submitted to **Turnitin** at [www.turnitin.com](http://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.

**MKTG304 - LECTURE SCHEDULE-1**  
**FOR MACQUARIE UNIVERSITY Semester 2, 2010**

<b>Day No. Lecture Date</b>	<b>Topic</b>	<b>Readings/ Specific Tasks</b>
Week 1, 3-4 August	<b>Introduction to Marketing Strategy Project</b> <ul style="list-style-type: none"> <li>• Class Organization/Intro</li> <li>• Course Assessment &amp; Overview</li> </ul> <b>Competitive Strategy: Core Concepts</b> <ul style="list-style-type: none"> <li>• What Is Strategy?</li> <li>• Value, Strategy &amp; Capabilities</li> <li>• Creating value B2B or B2C and Operations</li> </ul>	<b>Group Formation – Form into of teams of 3-4.</b>  Porter, M. 2008, “On Competition”, McGraw Hill Chapter 2.
Week 2, 10-11 August	<b>Marketing Systems Analysis</b> <ul style="list-style-type: none"> <li>• Marketing systems analysis</li> <li>• Industry Mapping</li> <li>• Supply Conditions</li> <li>• Demand Conditions</li> </ul> Information analysis	Porter, M. E. (Ed.) 1980 and 1998, “ <i>Competitive Strategy: Techniques for Analysing Industries and Competitors</i> ”, Free Press, New York.
Week 3, 17-18 August	<b>Competitive Strategy: Core Concepts</b> <ul style="list-style-type: none"> <li>• The Five Competitive Forces that Shape Strategy (January 2008 HBR Version)</li> </ul>	Porter, M. 2008, “On Competition”, Chapter 1  Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Chapter 1 and Chapter 2
Week 4, 24-25 August	<b>Competitive Strategy: Core Concepts</b> <ul style="list-style-type: none"> <li>• Information and SCA</li> <li>• Competitive advantage to corporate strategy</li> <li>• Reconstructing market boundaries</li> </ul>	Porter, M. 2008, “On Competition”, Chapter 3 and Chapter 5  Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, Chapter 3
Week 5, 31 August- 1 September	<b>Competitive Positions</b> <ul style="list-style-type: none"> <li>• Clusters &amp; Competition</li> <li>• Competing across locations</li> </ul> <b>Blue Ocean Strategies</b> <ul style="list-style-type: none"> <li>• How to focus your strategies</li> <li>• How to reach beyond existing demand</li> </ul>	Porter, M. 2008, “On Competition”, McGraw Hill Chapter 7: Clusters and competition  Kim, W., Mauborgne, R. 2005, “Blue Ocean Strategy”, McGraw Hill Chapter 4: Focus on the Big Picture Chapter 5: Reach Beyond Existing Demand and Cravens and Piercy 2006, Chap 14 “Designing Market-Driven Organisations”

**MKTG304 - LECTURE SCHEDULE-2  
FOR MACQUARIE UNIVERSITY Semester 2, 2010**

<b>Day No. Lecture Date</b>	<b>Topic</b>	<b>Readings/ Specific Tasks</b>
Week 6, 7-8 September	<b>Insights into Group Project</b>  <b>Phase1: Analysis of the of the supply and demand conditions in their chosen industry</b> <ul style="list-style-type: none"> <li>• Industry Map</li> <li>• supply conditions in their chosen industry</li> <li>• environmental impacts on supply in their chosen industry</li> <li>• Consumption patterns and buyer decision-making</li> </ul>	
Week 7, 14-15 September	<b>Blue Ocean and Strategy Execution</b> <ul style="list-style-type: none"> <li>• How do you get the sequencing of strategy right</li> <li>• Marketing Plan Implementation</li> <li>• Specifying/obtaining feedback data/Taking corrective action.</li> </ul>	Kim & Mauborgne 2005, "Blue Ocean Strategy",  Chapter 6: Sequencing  Chapter 8: Build Execution into Strategy  Cravens and Piercy 2006, Chap 15 "Marketing Strategy Implementation and Control".
<b>Mid Semester Break - Saturday 18 September to Monday 4 October 2010</b>		
Week 8, 5-6 October	<b>Corporate Social Responsibility and Competitive Positioning</b> <ul style="list-style-type: none"> <li>• What is the link between competitive advantage and corporate social responsibility?</li> </ul> <b>Mid- Semester Exam in Class</b>  <b>Insights into Group Project:</b> <b>Phase 2: Analysis of the</b> <ul style="list-style-type: none"> <li>• <b>Intermediaries, competition and Internal issues; environmental impacts on demand and Industry observers</b></li> </ul>	Porter, M. 2008, "On Competition", McGraw Hill Chapter 9 and Chapter 14 and see other reading material <ul style="list-style-type: none"> <li>• Davis, I "What IS the business of business?" <i>McKinsey Quarterly</i>, August 2005</li> <li>• The McKinsey Survey of Business Executives: Business and Society <i>McKinsey Quarterly</i> January 2006</li> <li>• McWilliams, A. Siegel, D. (2001), "Corporate social responsibility: Strategic Implications." <i>Journal of Management Studies</i> Vol 43 No 1 pp1-18</li> </ul>
Week 9, 12-13 October	<b>Insights into Group Project</b>  <b>Phase 3. Analysis of the nature of marketing and competitive positioning strategies pursued in an industry</b>	

**MKTG304 - LECTURE SCHEDULE-3  
FOR MACQUARIE UNIVERSITY Semester 2, 2010**

<b>Day No. Lecture Date</b>	<b>Topic</b>	<b>Readings/ Specific Tasks</b>
Week 10, 19-20 October	<b>Insights into Group Project</b>  <b>Phase 4: Analysis of future opportunities and threats and potential 'Blue-Ocean' strategies for major industry players.</b>	
Week 11, 26-27 October	<b>Group Presentation of Strategy</b>	<b>Group Marketing Systems Analysis Project Presentations Groups</b> Each Group will make a 20 minute presentation (including questions) that summarises their conclusions and maps out a number of strategic Blue Ocean opportunities for their Industry.
Week 12, 2-3 November	<b>Group Presentation of Strategy</b>	<b>Group Marketing Systems Analysis Project Presentations Groups</b> Each Group will make a 20 minute presentation (including questions) that summarises their conclusions and maps out a number of strategic Blue Ocean opportunities for their Industry.
Week 13, 9-10 November	<b>Course Summary and Review</b> <b>Conclusion, evaluations, exam review and key learning</b>	<b>Submit final Group Marketing Systems Analysis Project Report by Friday 12<sup>th</sup> November – by 5.00pm to Turnitin</b>

## 11. TUTORIALS SCHEDULE

### MKTG304 - TUTORIAL SCHEDULE-1 FOR MACQUARIE UNIVERSITY Semester 2, 2010

Date	Topic	Assigned Work
<b>Tutorial 1</b> Weeks 2-3	Introduction	<b>Group Formation – Form into of teams of 3-4.</b> <b>Industry Mapping</b>
<b>Tutorial 2</b> Weeks 4-5	Seminar Presentations	<b>Seminar Presentations</b> <ul style="list-style-type: none"> <li>• <b>Group 1:</b> Chapter 1 of Porter, M. 2008, “On Competition” and Kim, W., Mauborgne, R. Chapter 1 and Chapter 2.</li> <li>• <b>Group 2:</b> Chapter 3 of Porter, M. 2008, “On Competition” and Chapter 5 of Porter, M. 2008, “On Competition”.</li> <li>• <b>Group 3:</b> Chapter 3 of Kim and Mauborgne Blue Ocean and Chapter 7 of Porter, M. 2008, “On Competition”.</li> <li>• <b>Group 4:</b> Chapter 8 of Porter, M. 2008, “On Competition” and Kim &amp; Mauborgne, R. Chapter 4.</li> </ul>
<b>Tutorial 3</b> Weeks 6-7	Seminar Presentations and Phase 1 Project Review	<b>Seminar Presentations</b> <ul style="list-style-type: none"> <li>• <b>Group 5:</b> Kim &amp; Mauborgne, R. Chapter 5 and Chapter 14 Cravens and Piercy and Kim &amp; Mauborgne Chapter 6</li> <li>• <b>Group 6:</b> Kim &amp; Mauborgne, R. Chapter 8 and Chapter 15 Cravens and Piercy</li> </ul> <b>Phase1: Supply &amp; Demand conditions Analysis</b> <ul style="list-style-type: none"> <li>• Industry Map</li> <li>• Supply conditions in their chosen industry</li> <li>• Environmental impacts on supply in their chosen industry</li> <li>• Consumption patterns and buyer decision-making</li> </ul>
<b>Tutorial 4</b> Weeks 8-9	Phase 2-3 Project Review	<b>Phase 2: Environment &amp; Intermediaries &amp; Observers Analysis</b> <ul style="list-style-type: none"> <li>• Intermediaries, competition and internal issues</li> <li>• Environmental impacts on demand</li> <li>• Industry observers</li> </ul> <b>Phase 3. Marketing and competitive positioning strategies</b> <ul style="list-style-type: none"> <li>• Strategies</li> <li>• Positioning</li> <li>• Marketing Mix</li> </ul>
<b>Tutorial 5</b> Weeks 10-11	Phase 4 Project Review	<b>Phase 4: Future opportunities</b> <ul style="list-style-type: none"> <li>• Analysis of future opportunities and threats</li> <li>• Potential ‘Blue-Ocean’ strategies for major players in the industry</li> </ul> <b>Group Marketing Systems Analysis Project Presentation</b> Each Group will make a 20 minute presentation (including questions) that summarises their conclusions and maps out a number of strategic Blue Ocean opportunities for their Industry.
<b>Tutorial 6</b> Weeks 12-13	Presentations Group Marketing Systems Analysis Project	<b>Group Marketing Systems Analysis Project Presentations Continued</b>

## MKTG304 MARKETING PROJECT GROUP PROJECT 2010

### APPENDIX 1

#### STUDENT EVALUATION OF MEMBER PARTICIPATION

In order to encourage equal participation on the part of all group members, each group will complete and turn in an evaluation of the group member (only for the Major Project group reports and presentations). This evaluation will indicate the percentage of contribution of group members to the group's over-all performance. An evaluation must accompany each written research project. Use the following format:

Tutor \_\_\_\_\_

Tutorial Group No. \_\_\_\_\_ Date: \_\_\_\_\_

Group Project Name: \_\_\_\_\_ Mark \_\_\_\_\_

Each student should give each group member (including themselves) a participation mark out of 100%. Individual marks are calculated by multiplying the paper grade by the percentage awarded by peers. For example, if Joe Black was awarded 90% for his contribution to the research project and his group received 36 out of 40 points for the project, Joe's individual mark would be 32.4%. Another student, awarded 100%, would receive 36 points.

Students can give each of the group members 100%. If this is done, each student receives the mark that was awarded to the total project (in the above example, 36 points). No student should receive 0% unless the student really did nothing to contribute to the completion of the project (for example, did not go to meetings, did not complete assigned tasks, and did not contribute to the conceptualisation of the project).

**In completing this form you should take into account:**

Student Name	% Participation	Individual Mark	Signature

1. Willingness of the individual to carry out jobs assigned
2. Ability of the individual to meet deadlines
3. Co-operation with other team members
4. Quality of the individual's work



**MKTG304 MARKETING PROJECT**  
**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 Project. 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)

\_\_\_\_\_