

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

MKTG303
Marketing Strategy
Analysis and Decisions

Semester 1, 2011

Department of Marketing & Management

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT GUIDE**

Year and Semester:	2011, Semester 1
Unit convenor:	Dr David Gray
Prerequisites:	MKTG202 and MKTG203 and (ACCG105 or ACCG106 or ACCG100) and (ECON110 or ECON111 or BBA103).
Credit points:	3

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.

ABOUT THIS UNIT

- This unit considers the role of communication in marketing strategy. Given a target customer, a product and a pricing strategy together with decisions on specific distribution channels, a marketing communications program is necessary to persuade and inform distributors and customers of the company's marketing offer. The range of communications options available to an organisation is quite large and is increasing rapidly. Furthermore the options are becoming quite specific in their applications. It follows that a company's communication program is an important component of this strategy.
- This unit is worth 3 credit points

TEACHING STAFF

- Lecturer In Charge: Brenton Price brenton.price@mqc.edu.au
- Lecturer: Andrew West andy.west67@gmail.com

CONSULTATION TIMES

- Consultation time with teaching staff: during class sessions or by appointment at Consultation Room at E4B – 104.
- You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours.

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

CLASSES

Students must attend any one of the following classes:

Monday Seminar 9:00 - 12:00 W6B 325 – Andrew West
Tuesday Seminar 18:00 - 1:00 W6B 345 – Andrew West
Wednesday Seminar 11:00 - 14:00 E5A 116 – Brenton Price
Wednesday Seminar 14:00 - 17:00 E5A 118 – Brenton Price

- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Each of the 13 seminars will comprise of 3 hours in duration face to face and is limited to approximately 45 students.
- The unit timetable can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Once the session groups are formed, students cannot change their classes.
- Attendance will be taken in class.
- **Warning:** You must attend at least 10 of the 13 sessions – failure to do so will lead to major deduction from your group-work contribution.
- Medical certificates must be provided if you are not able to attend a class without incurring a penalty.
- Students are expected to arrive on time, and not to leave until the class ends.
- If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.
- Students must be quiet during classes, unless of course when class participation is required.
- Mobile phone must be turned OFF and not simply set to 'silent'.
- All laptops must be turned OFF in class.
- Students who disturb or disrupt in class sessions will be asked to leave.
- All students have to complete two peer assessments, one for the Case Study presentation and the Blue Ocean Simulation.

- The lecturer has the final say in the adjustment of group-work marks taking into account peer assessment ratings.

PRIZES

- Prizes for this unit:
http://www.businessandconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed texts:

- 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 (available from Bookshop)
- Kim, W., Mauborgne, R. 2005, "Blue Ocean Strategy", McGraw Hill

- **Prescribed unit materials:** Online Student Guides for the Blue Ocean Marketing Strategy Simulation at www.stratxstore.com

- **Recommended supplementary texts:**

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

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

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

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.

TECHNOLOGY USED AND REQUIRED

- Students are required to learn how to use power point, word processing and blackboard.

UNIT WEB PAGE

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

LEARNING OUTCOMES

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.

The learning outcomes of this unit are:

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
PERSONAL SKILLS AND COMPETENCIES		
Change/Coping with Uncertainty	X	X
Self Awareness and Interpersonal Skills	X	
Team/Group Decision Making/Communication/Planning/Management Skills	X	X
Leadership	X	
Task/Project Management & Independent Self Management	X	X
Creativity and Entrepreneurship	X	X
Written & Oral Communication Skills	X	X

Presentation Skills	X	X
Networking		
Negotiating and co-operation skills	X	
Time Management	X	X
Planning		
ACADEMIC SKILLS & COMPETENCIES		
Information Literacy and Utilisation of Library Resources	X	X
Reflective Questioning and Critique	X	X
Analysing/ Reasoning/Critical Thinking	X	X
Problem Solving and Decision Making	X	X
CAREER SKILLS & COMPETENCIES		
Career and Opportunity Awareness	X	
Awareness of Employers Needs	X	

GRADUATE CAPABILITIES

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.

In addition to the discipline based learning objectives above, Macquarie University also seek to develop the following 8 generic capabilities in our graduates in order to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this learning by helping student develop generic skills number 1, 2, 3, 4 & 6 below (italicised).

1. *Critical, Analytical and Integrative Thinking*
2. *Problem Solving and Research Capability*
3. *Creative and Innovative*
4. *Effective Communication*
5. Engaged and Ethical Local and Global citizens
6. *Socially and Environmentally Active and Responsible*
7. Capable of Professional and Personal Judgement and Initiative
8. Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

- This unit is taught on a seminar basis consisting of 13 x 3 hours sessions.
- What is expected from students? Read in advance; prepare case studies for class; follow current developments in the market place; be able to apply concepts in tutorial exercises; respond to questions raised during lectures; demonstrate enthusiasm for the subject; attend all group meetings.

The topics to be covered each week are as follows:

Day No. Lecture Date	Topic	Readings
Week 1, Session 1 21 st February	Introduction to Marketing Strategy <ul style="list-style-type: none"> • Course Assessment • Overview Subject Outline • Strategic Role of Marketing • Enhancing Shareholder Value. 	Kerin & Peterson 2010 Chap 1
Week 1, Session 2, 21 st February	Profitability and Financial Management <ul style="list-style-type: none"> • Productivity Measures • Customer Relationship • Balanced Scorecard • Financial Management 	1. Reference: Finch Byron .J, (2007), Operations Now. Chapter 2 Profitability 2. Kaplan, R.S., Norton., D.P., 1996, The Balanced Scorecard, Harvard Business School Press 3. Kerin & Peterson 2010 Chap 2: Financial Aspects of Marketing Management
Week 1, 21 st February	Start Group Process Formation	Form Groups (4-5 max) Blue Ocean Complete Team Agreement Form and Confirm Group Project organisation
Week 2, Session 3, 28 th February	Competitive Market Analysis <ul style="list-style-type: none"> • Industry analysis and competitive advantage • Identifying attractive markets and customer analysis 	Kerin & Peterson 2010 Chap 4: Opportunity Analysis, Market Segmentation and Market Targeting Walker, Mullins, Boyd, and Larreche, 2006, Ch 4, "Understanding Market Opportunities"
Week 2, Session 4, 28 th February	Competitive Market Analysis <ul style="list-style-type: none"> • Competitor Analysis • Marketing Resources 	
Week 2, 28 th February	Working Session	Discussion : Vargo S.L., Lusch, R.F. 2004, "Evolving to a New Dominant Logic for Marketing", Journal of Marketing, 68(1), 1-17.
Week 3, Session 5, 7th March	Blue Ocean Briefing <ul style="list-style-type: none"> • Introduction/User Guide • Registration Process 	Blue Ocean User Guide
Week 3, Session 6, 7th March	Measuring Market Opportunities <ul style="list-style-type: none"> • Forecasting • Segmentation and positioning 	Kerin & Peterson 2010 Chap 4: Opportunity Analysis, Market Segmentation and Market Targeting
Week 3, 7th March	Working Session	

Week 4, Session 7, 14th March	Competitive Positions <ul style="list-style-type: none"> • Segment Positioning • Selecting Target Markets 	
Week 4, 14th March	Group Case Study Report Submission & Presentations Commence Week 4 - 11	Demonstration of Blue Ocean Game A3 – Marketing Models 14th March (15%)
Week 5, Session 8, 21st March	Competitive Positioning Creating Sustainable Competitive Advantage	
Week 5, Session 9, 21 st March	Competitive Positioning Competing through the Marketing Mix	
Week 5, 21st March	Working Session	
Week 6, Session 10, 28th March	Competitive Positioning Value Chain Strategy <ul style="list-style-type: none"> • 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”.
Week 6, 28th March	Working Session	
Week 7, Session 11, 4th April	Competitive Positioning Pricing Strategy and Management <ul style="list-style-type: none"> • Strategic role of price • Selecting the Pricing Strategy • Determining Specific Prices and Policies 	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, 4th April	Competitive Positioning Integrated Marketing Communications Strategies <ul style="list-style-type: none"> •Promotion /Advertising Strategy •Sales Force, internet and direct marketing strategies 	Reference: Cravens and Piercy 2006 Chap 12 “Promotion, Advertising and Sales Promotion Strategies” Chap 13 “Sales Force, Internet, and Direct Marketing Strategies”.
Week 7, 4th April	Working Session	
Semester Break 11th April – 26th April		
Week 8, Session 13, 27th April	Competitive Positioning Strategic Brand Management Challenges in Building strong Strategic Brand analysis	Reference: Cravens and Piercy 2006 Chap 9 “Strategic Brand Management”.
Week 8, 27th April	Working Session	

Week 9, Session 14 2 nd May	Competitive Positioning - Innovation Competing through Innovation Competing through Superior Service Implementation Strategic Customer Management	
Week 9, 2 nd May	Working Session	
Week 10, Session 15, 9th May	Corporate Social Responsibility	
Week 10, 9th May	Working Session	
Week 11, Session 16, 16th May	Implementation <ul style="list-style-type: none"> • Strategic Alliances and Networks • Twenty First Century Marketing 	
Week 11, 16th May	Working Session	A4 Blue Ocean Reflective Journal 16th May (15%)
Week 12, Session 17, 23rd May	Implementing Market Strategies <ul style="list-style-type: none"> • Marketing Plan Implementation • Specifying/obtaining feedback data/Taking corrective action. 	Reference: Cravens and Piercy 2006 Chap 14 “Designing Market-Driven Organisations” and Chap 15 “Marketing Strategy Implementation and Control”. A5 MQ Quiz – Blue Ocean In Class (10%)
Week 13, Session 18, 30th May	Course Summary and Review	

**MKTG303 – A1 Case Report & Presentation SCHEDULE (15%)
Semester 1, 2011**

Date	Assigned Work
Weeks 1-3	Group Formation – Confirm Blue Ocean Teams of 4-5. 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
Weeks 4-5	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
Weeks 6-7	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
Weeks 8-9	Group 5: CASE 5 ANALYSIS – Cadbury Beverages Inc – Crush Brand - Text: Kerin & Peterson 2010 Chap 6: pp 316-330

	Group 6: CASE 6 ANALYSIS – Kraft Foods: The Coffee pod Launch (A) Text: Kerin & Peterson 2010 Chap 5: pp 155-171
Weeks 10-11	Group 7: CASE 7 ANALYSIS – The ‘Caldicot DIY Hairdressing NPD’ (Case prepared by teaching team) Group 8: CASE 8 ANALYSIS – Superior Supermarkets - Text: Kerin & Peterson 2010 Chap 8 pp484 - 495
Weeks 12 - 13	Group 9: CASE 9 ANALYSIS – BatesManor Furniture (A) - Text: Kerin & Peterson 2010 Chap 6 pp301 – 312 Group 9: CASE 10 ANALYSIS – A1 Steak Sauce - Text: Kerin & Peterson 2010 Chap 8 pp3508– 514

RESEARCH AND PRACTICE

- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

The assessment of the course has the following components. Please note; details of assessment events will be posted on course website (Blackboard). It is essential that students follow instructions relating to these events.

	GROUP ASSESSMENTS		INDIVIDUAL ASSESSMENTS				
	A1 Case Study (15%)	A2 Blue Ocean Simulation (15%)	A3 Marketing Strategy Models, Tools and Techniques (15%)	A4 Blue Ocean Reflective Journal (15%)	A5 Blue Ocean Quiz (10%)	A6 Final exam (30%)	Total (100%)
Description	Each group will present a case study. Presentations are for 20 minutes, followed by 5 minutes of class questions or interactions. The task is made up of presentation (5%) and write-up (10%).	The Blue Ocean Marketing Strategy simulation requires teams (4 – 5 students 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.	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.	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.	This quiz is held during class. 50x MCQ (60 minutes)	The duration of the exam is 3 hour plus 10 minutes held during the exam period.	

	GROUP ASSESSMENTS		INDIVIDUAL ASSESSMENTS				
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Due date	The presentations will be held in class in sessions 4 and 11. PowerPoint & Report are due immediately BEFORE the presentation.	Simulation over sessions 3 to 10	Upload to Blackboard Session 4. This is a early warning assessment to see if you have been studying		Session 12 tutorial. Please be seated 5 minute before class.	Please check the exam timetable for location and time.	
Marking criteria/standards & expectations	Students are expected to (1) answer the questions set for the case study; (2) make the presentation as interesting by as possible. Refer to Blackboard for on unit website for more details	Based on SPI result scaled against all teams	Refer to Blackboard for on unit website for more details.	Refer to Blackboard for on unit website for more details.		n/a	
Submission method	In class to tutor	n/a	Soft Copy Only via link on unit web site	Soft Copy Only via link on unit web site	In class to tutor	n/a	
Feedback	Verbal and written feedback	Results uploaded onto Blackboard unit web	Feedback will be given after the	Feedback will be given before the	Results uploaded onto	n/a	

	GROUP ASSESSMENTS		INDIVIDUAL ASSESSMENTS				
	A1 Case Study (15%)	A2 Blue Ocean Simulation (15%)	A3 Marketing Strategy Models, Tools and Techniques (15%)	A4 Blue Ocean Reflective Journal (15%)	A5 Blue Ocean Quiz (10%)	A6 Final exam (30%)	Total (100%)
	will be given in following sessions	site	mid-session break via email / in session..	final session via email / in session	Blackboard unit web site		
Estimated student workload (hours)	10 hours	20 hours	15 hours	15 hours	5 hours	30 hours	95 hours
Learning outcomes assessed:							
1. Identify and define key terms, concepts, frameworks, models and theories often discussed to in the marketing communications literature.	Yes	Yes	Yes	Yes	Yes	Yes	55%
2. Understand principles of brainstorming	Yes	Yes	Yes	Yes	Yes	Yes	15%

	GROUP ASSESSMENTS		INDIVIDUAL ASSESSMENTS				
	A1 Case Study (15%)	A2 Blue Ocean Simulation (15%)	A3 Marketing Strategy Models, Tools and Techniques (15%)	A4 Blue Ocean Reflective Journal (15%)	A5 Blue Ocean Quiz (10%)	A6 Final exam (30%)	Total (100%)
and creativity in order to develop a good communication strategy for efficient cut-through and positioning of the brand.							
3. Gain practical knowledge on how to structure an effective marketing message.	Yes	Yes	Yes	Yes	Yes	Yes	5%
Graduate capabilities assessed:							
1. Problem Solving & research capability	Yes	Yes	Yes	Yes	Yes	Yes	5%
2. Creative	Yes	Yes	Yes	Yes	Yes	Yes	10%

	GROUP ASSESSMENTS		INDIVIDUAL ASSESSMENTS				
	A1 Case Study (15%)	A2 Blue Ocean Simulation (15%)	A3 Marketing Strategy Models, Tools and Techniques (15%)	A4 Blue Ocean Reflective Journal (15%)	A5 Blue Ocean Quiz (10%)	A6 Final exam (30%)	Total (100%)
and innovative							
3.Effective communications	Yes	Yes	Yes	Yes	Yes	Yes	10%
Total	15%	15%	15%	15%	10%	30%	100%

- Students must attend at least 10 of the 13 sessions – failure to do so will lead to major deduction of group-work contribution.
- ALL students participating in group work (Case Study & Simulation) and must contribute equally. Any student failing to do so (based on peer review) will receive a reduced mark based on their contribution. All teams are required to prepare a team charter which confirms their agreement to the terms outlined.
- Students may only sit for the MCQ test once in your enrolled class. Failure to sit for this test will result in a zero grade. Students will only be given special consideration for non-attendance under exceptional circumstances, supported by documentary proof (e.g., medical certificates).
- Students who failed their (A3) Marketing Strategy Models, Tools and Techniques assignment will be counselled as an early warning that they have to work harder. Students who obtain a low mark are encouraged to speak to their tutor, who will then discuss ways in which the student can improve their understanding of the material in this unit.
- Late submissions (over 24 hours) will be penalised at 10% of the grade per day. No marks will be awarded if submissions are received after 5x calendar days.

Examinations

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A 3-hour final examination for this unit will be held during the University Examination period.

Successful completion of the unit is conditional on a satisfactory assessment in the final exam.

The University Examination period in First Half Year 2011 is from 6 to 24 June.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations

and in Final form approximately four weeks before the commencement of the examinations <http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: <http://www.reg.mq.edu.au/Forms/APSCon.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.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at: <http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at:

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

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
D - Distinction
CR - Credit
P - Pass
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate/how_do_i/grade_appeals

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

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

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>

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.