Course Outline

MKTG3023
Strategic Marketing
Semester 1, 2014

This course integrates previous studies in marketing into the strategic context of the organisation. Specific topics include strategic marketing models; the internal and external context in which marketing occurs; integrating marketing strategy with business goals, factors that impact on the effective development and implementation of marketing strategies and the management and implementation of marketing strategy in business-to-business and consumer markets.

<table>
<thead>
<tr>
<th>Mode of Delivery</th>
<th>Blended.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prerequisites</td>
<td>To enrol in this course you must have completed MKTG2004 and another 6 units of MKTG course</td>
</tr>
<tr>
<td>Incompatible Courses</td>
<td>Please refer to ANU Programs and Courses website.</td>
</tr>
<tr>
<td>Course Convenor/Lecturer:</td>
<td>Andrew Hughes</td>
</tr>
</tbody>
</table>
COURSE OVERVIEW

Learning Outcomes
Upon successful completion of the requirements for this course, students will be able to:

1. engage in group based decision making activities including collaborative reporting and accepting joint responsibility;

2. engage in strategic thinking including projecting future outcomes, setting goals, and reflecting on the implementation process to reach those goals;

3. integrate marketing theory, prior practice and prior learning into the strategic marketing environment; and,

4. communicate effectively in oral and written forms about marketing strategy using appropriate concepts, logic and rhetorical conventions.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

Option A

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strat Sim Game</td>
<td>20</td>
<td>W12</td>
<td>LO1-LO4</td>
</tr>
<tr>
<td>2. Strat Sim Report</td>
<td>30</td>
<td>W13</td>
<td>LO1-LO4</td>
</tr>
<tr>
<td>3. Mid Sem Exam</td>
<td>30</td>
<td>W8</td>
<td>LO1-LO3</td>
</tr>
<tr>
<td>4. Minor Assignment</td>
<td>20</td>
<td>W5-7</td>
<td>LO1-LO3</td>
</tr>
</tbody>
</table>
### Option B

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strat Sim Game</td>
<td>20</td>
<td>W12</td>
<td>LO1-LO4</td>
</tr>
<tr>
<td>2. Microsoft Protégé Plan</td>
<td>30</td>
<td>W11 (TBC)*</td>
<td>LO1-LO3</td>
</tr>
<tr>
<td>3. Mid Sem Exam</td>
<td>30</td>
<td>W8</td>
<td>LO1-LO4</td>
</tr>
<tr>
<td>4. Minor Assignment</td>
<td>20</td>
<td>W5-7</td>
<td>LO1-LO3</td>
</tr>
</tbody>
</table>

*TBC = To be confirmed

### Research-Led Teaching

This course will use the findings and analysis from recent journal articles, case studies and articles on strategic marketing. Where possible students will be asked to critically analyse and understand the relationship between theory and practice in this area, and how this relationship influences the use and development of theory in practical modern strategic marketing.

Students will be asked to read relevant research papers in marketing and apply their findings to how organisations may use them to create or maintain a strategic competitive advantage.

### Feedback

#### Staff Feedback

Feedback in this course may be in the following forms:

- Written comments.
- Verbal comments
- Feedback to the whole class – both written and verbal.
- Feedback to groups
- Feedback to individuals

#### Student Feedback

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:

http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/
Policies
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning

COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Theme / Topic / Module</th>
<th>Activity</th>
<th>Required student preparation</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Course overview, a refresher in marketing,</td>
<td>Seminar</td>
<td>Reading: Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Review of key strategic models.</td>
<td>Seminar</td>
<td>Reading: Chapter 2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Marketing and stakeholder selection</td>
<td>Seminar</td>
<td>Reading: Chapter 3</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Analysis 1 &amp; 2</td>
<td>Seminar</td>
<td>Reading: Chapter 4 &amp; 5</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Strategic Objectives</td>
<td>Seminar</td>
<td>Reading: Chapter 6</td>
<td>Minor Assignment</td>
</tr>
<tr>
<td>6</td>
<td>From analysis to action – the marketing plan, implementing the marketing plan</td>
<td>Seminar</td>
<td>Reading: Chapter 14 &amp; 15</td>
<td>Minor Assignment</td>
</tr>
<tr>
<td>7</td>
<td>Growth strategy 1</td>
<td>Seminar</td>
<td>Reading: Chapter 7</td>
<td>Minor Assignment</td>
</tr>
</tbody>
</table>

Mid-Semester Break

8     | Growth strategy 2                                            | Mid-Sem Exam | Reading Chapter 8            | Mid-Sem Exam       |
9     | Growth strategy 3                                            | Seminar      | Reading: Chapter 9           |                    |
10    | Value addition and strategic competitive advantage – cost leader | Seminar      | Reading: Chapter 10          |                    |
11    | Value addition and strategic competitive advantage – product differentiation & niche strategy | Seminar      | Reading: Chapter 11 & 12     |                    |
12    | Defensive marketing – maintaining the position               | Seminar      | Reading: Chapter 13          | End of Game        |
13    | Marketing Strategy Implementation and Control                | Seminar      | Course review & chill session. |                    |
ASSESSMENT REQUIREMENTS

Overview

The course has two options for assessment, A and B. The key difference between each is that option A involves writing a report on StratSim, and option B involves completing the Microsoft Protégé project. Option A would suit someone who might prefer reflective writing and applying theory to practical learning as the report at the end of the game will be reflective in nature.

Option B will suit someone who wants a more practical experience as the game and the Microsoft Protégé will both focus on the practical application of theory learnt and developed in marketing.

In actual fact, the choice between each option will in itself be a strategic decision that will allow you the student to understand the importance of learning from making a strategic decision in a real world environment.

One note on the minor assignment is that the weeks to be submitted can be chosen by the student. This means that you can choose a week that suits your commitments. All minor assignments will be due in at 23:55hrs on a Friday of that week, and the topics will vary from week to week.

For more specific details on assessment please read on.
**Assessment Tasks**

**Assessment Task 1: Strat Sim Game**

**Details of task:** Complete the Strat Sim game simulation

**Assessment Rubrics**

**Word limit (where applicable):** None.

**Value:** 20%. Your grade will be determined by your final place in the game. The higher up you finish, the higher your grade with a maximum of 20 for first place.

**Presentation requirements:**
None but you will need to download the game software to a computer so you can play the game.

To play the game you will need to pay the game owners, StratSim, directly via the link provided on Wattle. Game cost is $US39.95.

**Estimated return date:** None. The game finishes in week 12.

**Hurdle requirements (where applicable):** None.

**Individual Assessment in Group Tasks (where applicable):**

The game is group optional. Groups can be 1-4 in size. I recommend that students choose a group of at least 2 to make the experience more enjoyable but you can complete this by yourself if you want to avoid all the pitfalls of group work.
Assessment Task 2: Minor Assignment (20%)

Details of task:

The minor assignment will be either a case study analysis or a theoretical question. This will be the same for all weeks. Students will select their own due date and submit their work accordingly by no later than the time specified on Wattle for that topic. Students only need to submit one topic from one week to complete this assessment. For example, a student may wish to submit a week 5 topic, which therefore can only be submitted in week 5, and so on.

The minor assignment will be designed to focus on the strategic nature of marketing theory being applied in practice. For example, what marketing strategy could JB Hi-Fi use to improve their market share without increasing their costs? What price strategy would QANTAS use to defend market share if a major international airline such as Etihad entered the domestic market?

In the past YouTube videos and podcasts from leading business executives and organisations have also been used as way of students analysing marketing from a strategic perspective.

Theory based questions will focus on the current “hot” emerging areas of marketing that is impacting upon strategy in practice – for example how do strategic management practices influence strategic marketing practices? Or how does the use of advertising appeals influence an organisation’s strategic marketing performance and direction?

Finally, in the past with one topic the option of completing this task via a user made video and a brief summary document of no more than 500 words may be offered.

Assessment Rubrics: Rubric will be provided on Wattle.

Word limit (where applicable): 1500 words. Word count excludes cover page/s, reference list, and any appendices. Appendices can be used but will not be used for any assessment purposes.

Can only be done by individuals.

Value: 20%

Presentation requirements: Please see Wattle for specific details.

Estimated return date: 2 weeks after submission unless otherwise notified.

Hurdle requirements (where applicable): None.

Individual Assessment in Group Tasks (where applicable): Not applicable.
Assessment Task 3: Option A – Strat Sim Report (30%)

Details of task:

On completion of the Strat Sim game students will complete a reflective report of their experience from the game. The report should highlight the strengths and weaknesses of the chosen strategy or strategies used during the game, integrated and critically analysed with theory and practice, and written in an open and honest context.

The report can be completed as a group or individual, so if a group of 4 plays the game then all 4 group members can complete the report either as individuals or groups of 2, 3 or 4. A group of 2 would either complete the one assignment or again as individuals. An individual would only be able to complete the report as an individual.

It will be due Monday, 9:00am of Week 14.

Assessment Rubrics

Available on Wattle shortly.

Word limit (where applicable):

2500 words. Word count excludes cover page/s, reference list, and any appendices. Appendices can be used but will not be used for any assessment purposes.

Value: 30%

Presentation requirements: Please see Wattle.

Estimated return date: 2 weeks from due date.

Hurdle requirements (where applicable): None.

Individual Assessment in Group Tasks (where applicable): Please see above criteria.
Assessment Task 3: Option B – Microsoft Protégé (30%)

Details of task:

The Microsoft Protégé Plan is a concise strategic marketing plan on a Microsoft product that will be listed at [http://www.microsoft.com/australia/protege/](http://www.microsoft.com/australia/protege/). Usually the product is for either a business application or consumer application. Full details will be made available on Wattle and Microsoft will give a presentation on the topic early in the semester.

It does offer a great opportunity to compete against other students from around Australia, and an ANU team in 2012 made the finals which are held in Sydney. Protégé is also used extensively by Microsoft to select students for their graduate entry program so it is well worth considering.

Being a practical application also means that you will have a real world plan to show to potential employers that will highlight your skills and knowledge.

**Assessment Rubrics**
Will be available on Wattle shortly.

This item can be done in groups of 1-5.

**Word limit (where applicable):** As per the Protégé website which in 2013 was a 10 page (not sure if they want single or double spacing but I’d say 2500+ words) document and a PowerPoint presentation of no more than 20 slides – which you don’t have to give as part of the unit but you do have to provide if you want Microsoft to judge your work.

**Value:** 30%

**Due Date:** Will be advised by Microsoft and on Wattle but it will be likely to be week 11 or 12.

**Presentation requirements:** As per Wattle.

**Estimated return date:** 2 weeks from due date.

**Hurdle requirements (where applicable):** None

**Individual Assessment in Group Tasks (where applicable):** None.
Mid Semester Examination

Value: 30%

When? Week 9 class time (to be confirmed)

What?

This item of assessment brings all of your knowledge that you have learnt over the last several weeks together on one piece.

It is a test of your marketing knowledge, skill and practice at the mid-point of the semester.

Being strategy, think application! This unit is all about application, and for this reason the minor assignment will act as good practice for what to expect on the exam.

Don’t hold anything back and be the biggest, best and brightest strategic mind in the room!

There will be more details online and of course you will be given lots of practice through the minor assignment topics.

The exam will be closed book.
Assignment submission

Online Submission: Assignments are submitted using the course Wattle site. Submitted assignments must include the cover sheet provided on Wattle. Please keep a copy of the assignment for your records.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Extensions and penalties

If an assignment is submitted after the deadline for an item it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.

Returning assignments

As all work in this unit is marked electronically, all assignments will be returned via email to students ANU email accounts.
**Resubmission of assignments**
Please refer to extensions and penalties section.

**Referencing requirements**
This unit will use only in-text referencing method for all assessment items. Whilst this has many names and sub-styles (Harvard is the most common one) it generally is the same method across all subject areas. Please become familiar with it. I will be providing a guide online to it, and the Academic Skills and Learning Centre can assist via a personal appointment. Do book early as available spaces fill up early.

**Examination material or equipment**
It is highly likely that the exam will be closed book, therefore you will **NOT** be able to take in anything in a non-electronic form. However, final and official details on the exam will be released closer to the date on: [http://timetable.anu.edu.au/exams/](http://timetable.anu.edu.au/exams/)

On the technology front I will be using meetme.so for appointment scheduling, I will be likely trialling YouTube for a little of this, a little of that, and Wattle is used extensively in this course. If I have feedback for it I may use a social media site of choice for mass communications #tryingtogetwithit #wikianyone.

The only other equipment (in a personal teaching sense) I have used in the past includes a healthy diet of caffeinated products, Lord of the Rings and other various action movie vids, NERF guns for battles with Dr Dann and Far Side cartoons.

**Tutorial and/or Seminar signup**
I will be running this course in a 3 hour seminar format. There will be no tutorials and therefore no need to sign up. It should be fun. We will laugh lots and share heaps of stories.

**Workloads**
Students taking this course are expected to commit at least $n+1$ hours a week to completing the work, where $n$ is a value of your own determining based on your lifestyle, workloads, sporting and social outings/excuses, personal preferences and what’s good on TV/Internet/YouTube.

This will include:
- Seminar (x 3 hours)
- private study (Preferably about 36 to 72 hours over the semester, and not 36 hours before the exam)
- group work (if necessary)
- using Wattle to find course materials, submit assessment items, respond to feedback questions
- using the internet as a distraction from the work you had planned to do.
• Finding a great channel on soundcloud that you can study to or setting up a great one on spotify.
• Conscious Media consumption: Try to fit in an hour or two of deliberate media use to watch the adverts, look for the product placements, and try to find the marketing present in the world around you.
• Preparing for the minor assignment at least a week out, not daring yourself to see the highest mark you can get by trying for the all-nighter-stuff-of-legend effort that usually fails miserably or leads to you lying to your friends about your true result.
• Preparing for the exam by studying, engaging and discussing with the material over the 7 weeks of teaching, 2 weeks of holidays and whatever period you have before the exam period. Make every second count.

Prescribed Texts and Reference Materials

The following book is the set text for the unit:


(Note: this book is freely available online thanks to the author, copyright free. I suggest using Google for a search to track it down).

You also have to buy Stratsim ($US39.95) by following the link on Wattle.

*Recommended:*

Being strategy, and therefore all about the application of theory, use your vast library of marketing texts to obtain your competitive advantage.

I highly recommend that you go back and look at your intro book for assistance and case studies. Other books will be relevant in their own areas, but each should help you with learning about what application will be to your advantage.

Also read, read and read. This is more for your own ability to think like practice before you get to the interview room. Read as many case studies and examples as possible, watch and listen to the business news and just think marketing in a strategic sense whenever you can.

**Support for Students**

The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/](http://students.anu.edu.au/studentlife/)