COURSE OUTLINE
SESSION 2, 2007

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1. COURSE STAFF

Course Coordinator
Course Coordinator: Mike Withford
Email address: withford@bigpond.net.au
Telephone: 61 2 93877337
Fax: 61 2 93877337
Location: Room 323, John Goodsell Building (F20)

Industry Presenters
Guest, industry people involved in the course to be confirmed.

Administration Contact
Title: Nadia Withers
Email: n.withers@usnw.edu.au
Telephone: 9385-3652
Location: Room 316, John Goodsell Building (F20)

Contact details and consultation times for course coordinator and teaching staff

1.1 Communication with Staff

It's recommended that contact be via email to Mr Michael Withford at withford@bigpond.net.au

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations

This course consists of seven weekly sessions with seven hours in each, which will run from 9am till 4pm with breaks for lunch and coffees. There is a one week break before the exam which is usually of 3 hours duration at 9am -12noon on a Saturday morning.

Location: LAW 163
<table>
<thead>
<tr>
<th>Week Saturday</th>
<th>Location</th>
<th>Seminar Number</th>
<th>Topic</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>1 12/5/07</td>
<td>LAW163</td>
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<td>Welcome, Introduction and Course Overview, Strategy orientation</td>
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<td>4 2/6/07</td>
<td>LAW163</td>
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<td>Measuring Marketing Performance</td>
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<td>5 9/6/07</td>
<td>LAW163</td>
<td>5</td>
<td>Marketing Governance</td>
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<td>6 16/6/07</td>
<td>LAW163</td>
<td>6</td>
<td>Marketing Ethics and Marketing Politics</td>
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<tr>
<td>7 23/6/07</td>
<td>LAW163</td>
<td>7</td>
<td>Review of course + Presentation of reports:</td>
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<td>7/7/07</td>
<td>LAW201</td>
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NOTE:

1. CHANGES TO THIS OUTLINE, IF REQUIRED, WILL BE DISCUSSED IN CLASS AND/OR ANNOUNCED ON WEBCT.

Units of Credit - 6 UOC

2.2 Relationship of this course to other course offerings

This course provides key foundation skills and knowledge that will be used in the subsequent elective courses, such as Advanced Marketing Strategy, Global Marketing Strategy, Business-to-Business Marketing, and so on.

2.4 Approach to learning and teaching

As well as the lecture and reading material, this course will draw upon the experience of both students and teaching staff to provide practical examples of the models and concept. This will be achieved by engaging students in classroom discussion, and running small group seminars and case presentations. The cultural mix of students will be used to provide practical examples of how culture impacts on a range of customer service issues. Assignments and case presentations will be used to reinforce concepts in both cross cultural and contextual settings.
3. COURSE AIMS AND OUTCOMES

3.1 Course Aims

Introduction
Marketing has failed to deliver on its potential and in many companies has been reduced to organizing the advertising and promotional campaigns.

Sadly marketers have been playing minimal roles in strategic development and mergers and acquisitions, arguably to the detriment of their own organisations and certainly themselves. As for international expansion, again are the marketing team seen as a source of insights and delivery capability?

There is increasing emphasis on marketing to demonstrate growth-driven activities that deliver measurable results. Marketing is struggling to deliver on financial and other aspects of accountability.

As such few marketers make it into senior strategy roles or to the CEO position. Few in their career make it into the boardroom.

What distinguishes a truly great marketer? What will get the marketer to the boardroom?

Mastery of the seven elements of marketing leadership success

1. Strategic Orientation
Traditionally marketing aligned itself with overall strategic and financial goals. Marketers instead need to play a major role in formulating the strategy and financial goals, being the ‘voice of the customer’ in strategy and board meetings.

Where does marketing lead or fit in? Explore the latest strategic planning roles and approaches including ‘deep dives’ and ‘scenario planning’.

2. Innovation and Growth
Today’s marketers are expected to deliver consistent positive growth. Driving the growth agenda may mean stretching the traditional boundaries of the marketing function to encompass activities the company may not have thought about as yet.

We explore ‘blue ocean’ and other approaches that reflect the new world dominance of ‘right brain’ qualities—inventiveness, meaning and empathy.

3. Mergers and acquisitions
Why do so many mergers fail? Was marketing doing its job?

Being integral to the acquisition/merger thinking, action and execution
4. Financial know how for marketers
Marketers must not only be able to show a clear return on the marketing investment but be able to understand and speak the language of the boardroom.

We don’t want to become accountants but we need mastery of some basics. The role of intangible and market based assets in companies. What do we need to understand as a minimum and why?

5. Measuring Performance
Marketers must be able to defend and measure their plans in detail from planning to execution.

What are the marketing measurement approaches, challenges and difficulties? We explore the key marketing metrics and associated approaches.

6. Marketing Governance
What are the developments in Trade Practices legislation, Intellectual Property protection and ethics relevant to marketing? These are also usually senior management and board issues.

What we need to know and do, to protect ourselves and marketing?

7. Marketing Ethics and Politics
The evolving role of ethics and sustainability on the marketing agenda.

How do marketers get to the top positions and the board room? Developing a road map for career success.

3.2 Student Learning Outcomes
The prime objective of this course is to help you develop your knowledge and skills with regard to practical strategic marketing management. The content of this course should enhance your capacity to make a significant contribution to the strategic decision-making processes and marketing outcomes in your organization, as either a senior marketing manager or in the future, strategic planner, general manager or board member (or in one to which you are providing advice).

To achieve this objective, specific attention is given to enhancing your capacity to:
- Identify and analyse the process whereby strategic marketing decisions are made in an organization.
- Analyse the competitive environment and search for new opportunities for sustained profitable growth.
- Consider and prepare for alternative futures that may emerge in organisations you are involved in.
- Understand the key interfaces and linkages between finance and marketing
• Fully understand the key aspects associated with the performance measurement of marketing activities.
• To be aware of marketing due diligence and marketing corporate governance issues that face senior marketing management, the executive team and boards.
• Consider ethical marketing issues.
• Understand the ‘politics’ of organisations and the key elements of marketing ‘oneself’ to ensure your success both in the marketing role, and future career progression.

There are few “universal solutions” in the field of strategic marketing management, indeed there are few right or wrong answers. What we have are different perspectives which can help in analysing situations, forming judgements, developing sensitivities to issues, and in laying bets that may have above average chances of success. The course is designed to expose you to some of the competing perspectives on strategic marketing management and to challenge you to define and develop your own approach for dealing with complex problems in the context of high uncertainty, inadequate power and poor information.

3.3 Teaching Strategies

The sessions will be run by a combination of lecture, external presentations from industry experts, class discussion, case studies and presentations, and workshop activity.

For most weeks there will be a presentation by an industry expert. One intends to present his organisations marketing metrics for the class to workshop.

There is also one DVD simulation called “Why Finance Matters” that each student will need to purchase as part of the Finance “Know How” for Marketers section. The DVD simulation will offer substantial long term usage benefit for marketers in their future careers.

There will be two group assignments, one covering Blue Ocean approaches for innovation and growth and one on Measuring Marketing performance

Active participation is an important component of the Master Marketing. All students are expected to participate in class discussions and activities as well as, at various times throughout the session, make presentations in class. Formal presentations of assignments have assessment marks awarded.

4. STUDENT RESPONSIBILITIES AND CONDUCT

For information on your responsibilities regarding workload, general conduct and behaviour, and keeping informed, please refer to the School of Marketing’s website.
4.1 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

5. LEARNING ASSESSMENT

5.1 Formal Requirements
In order to pass this course students must, complete all assignments and the exam.

All components of assessment must be completed at a satisfactory level (normally a minimum mark of 40%). If this level of performance is not achieved in any component a UF will be awarded.

Final Examination
Due: Final exam will be held Saturday 7/7
Weight: 40%

The final exam will be a 3-hour written paper. The final examination will be a closed book.

A pass in the final exam is mandatory in order to pass the entire course.

5.2 Assessment Details

Summary of requirements
Team members are expected to work in a harmonious and professional manner.
This course will be assessed in accordance with the School's assessment policies that can be found at: sistm.web.unsw.edu.au

Overall Assessment

<table>
<thead>
<tr>
<th></th>
<th>Marks</th>
<th>Due</th>
<th>Limit</th>
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<tbody>
<tr>
<td>Group Assignment 1</td>
<td>20%</td>
<td>9/6/07</td>
<td>15 A4 pages</td>
</tr>
<tr>
<td>(including presentation)</td>
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<tr>
<td>Group Assignment 2</td>
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<td>23/6/07</td>
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<td>(including presentation)</td>
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<tr>
<td>Class participation</td>
<td>10%</td>
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<tr>
<td>Exam</td>
<td>40%</td>
<td>7/7/07</td>
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<tr>
<td>Total</td>
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</table>
Group Assignment 1 – Blue Ocean Strategy
Due: Saturday 9/6
Weight: 20%
Word length: 15 A4 pages using 12-point font.

You have been contracted to undertake a “Blue Ocean” assessment for the next 3-5 years for a company (This may be either an Australian company or an international company competing within Australia).

- The assignment should be done in groups of four or five people. Each group will be required to provide a verbal (10 minutes max.) report in the appropriate week as well as a written (15A4 page) report. Groups will be formed in Session 1.
- Presentation content should be selected elements from your findings. The presentation will contribute 5% of the allocated 20%; assessment will be based on the appropriateness of the content and style, given the context (audience, time).
- Group details (names of members, name of company) should be submitted by Session 2.
- Select your company/industry carefully. You will find the project more manageable if you focus on a small industry or industry sub-sector.
- Your success in completing a thorough and illuminating assignment will depend to a large extent on your skills in organising the research. You will probably need to assign different team members to different phases of the research.
- Two complete copies of the report should be submitted by the group. One copy will not be returned.

The terms of the brief are that that you are required to:
1. Determine the main competitive differentiation factors the company espouses versus the competition (a strategy canvas)
2. Use all the 6 paths approach to reconstruct market boundaries (e.g. Path 1-Look across alternative industries to e.g. Path 6-Look across time).
3. Create a possible Eliminate-Reduce-Raise>Create Grid
4. Identify likely stakeholders/influencers to interview as part of your search for Blue Ocean opportunities.

Group Assignment 2 – Marketing Performance Measurement
Due: 23/6
Weight: 30%
Word length: 20 A4 pages using 12-point font.

You have been contracted to determine the marketing metrics for a company (This may be either an Australian company or an international company competing within Australia).

- The assignment should be done in groups of four or five people. Each group will be required to provide a verbal (10 minutes max.) report in the appropriate week as well as a written (20A4 page) report. Groups will be formed in Session 1.
- Presentation content should be selected elements from your findings. This presentation will contribute 5% of the allocated 30%; assessment will be based on the appropriateness of the content and style, given the context (audience, time).
- Group details (names of members, name of company) should be submitted by Session 3
- Select your company/industry carefully. You will find the project more manageable if you focus on a small industry or industry sub-sector.
- Your success in completing a thorough and illuminating assignment will depend to a large extent on your skills in organising the research. You will probably need to assign different team members to different phases of the research.
- Two complete copies of the report should be submitted by the group. One copy will not be returned.

The terms of the brief are that you are required to:

1. Identify the key marketing metrics that the senior management team and board should regularly receive.
2. How would you present these metrics to the board?
3. Identify the marketing metrics that the marketing team needs, to evaluate the effectiveness of their operational marketing activities (new product introduction, direct marketing, e-commerce and sales force activities etc).
4. You are planning a $5ml communications program. How will you pre and post-evaluate the campaign.
5. In what areas could marketing contribute to the company’s development of its future business strategy?

The answer to questions 5 should be limited to a maximum of one page.

5.3 Assignment Submission Procedure

Two complete copies of the report should be submitted by the group, before the presentation. One copy will not be returned. Copies of any electronic presentations to be forwarded within a 3 days of the presentation (the following Monday)

5.4 Late Submission

Information about late submission of assignments, including penalties, is available on the School of Marketing’s website


5.5 Special Consideration and Supplementary examinations

Details relating to procedures for special consideration and supplementary exams can be found at:

http://www2.marketing.unsw.edu.au/nps/servlet/portalservice?GI_ID=System.LoggedOutInheritableArea&maxWnd=Current_SpecialConsideration

NOTE: You only have 3 days from the due date of the assessment/exam in which to lodge a special consideration form.
5.6 Assignment Format

Your success in completing a thorough and illuminating group assignment will depend to a large extent on your skills in organising the research. You will probably need to assign different team members to different phases of the research.

All assessment should include an assignment cover sheet. Written work such as essays should be typed in 12 point font, double spaced and stapled, with allowance made (3 cm on each side) in the margin for comments and feedback. Please do not bind assignments. Word count limits (if applicable) are strict and penalties will apply for exceeding the word limit (excluding references and appendices) using 12-point font.

Sources of Data for Assignments
Use published data, company reports, consultant studies, brokers reports, etc. Field interviews, if desired should be left to a stage when the team is thoroughly familiar with the industry.

Sources include; monographs, industry journals, Stock Exchange reports, company annual reports, consultants’ studies, brokers' reports, IAC studies, industry associations and academic papers.

Other libraries include Macquarie University library, libraries at Sydney University, Company libraries, Government departments, Foreign Trade representatives, Australian Bureau of Statistics, and publications such as International Business Weeks, the Economist, BRW and Australian Business.

6. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:

http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:

• direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement;

• paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;

• piecing together sections of the work of others into a new whole;

• presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,

• claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.
The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

7. STUDENT RESOURCES

7.1 Course Resources
The prescribed textbook/s for this course is/are:

DVD simulation called "Why Finance Matters" that each student will need to purchase as part of the Finance "Know How" for Marketers section. The DVD simulation will offer substantial long term usage benefit for marketers in their future careers. Discounted price to students of $120. Available from the lecturer in week 1

Other very useful resources


Course Reading:
For each section of the course see section 9

In addition relevant journals:
7.2 Other Resources, Support and Information

- **Learning and study support**
  - FACULTY Education Development Unit ([http://education.fce.unsw.edu.au](http://education.fce.unsw.edu.au))
  - UNSW Learning Centre ([http://www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  - EdTec – WebCT information ([http://www.edtec.unsw.edu.au](http://www.edtec.unsw.edu.au))

- **Counselling support** - [http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au)

- **Library training and support services** - [http://info.library.unsw.edu.au](http://info.library.unsw.edu.au)

- **Disability Support Services** – Those students who have a disability that requires some adjustment in their teaching or learning environment are encouraged to discuss their study needs with the Course Coordinator or the Equity Officer ([http://www.equity.unsw.edu.au/disabil.html](http://www.equity.unsw.edu.au/disabil.html)). Early notification is essential to enable any necessary adjustments to be made.

In addition, it is important that all students are familiar with University policies and procedures in relation to such issues as:

- **Examination procedures** and advice concerning illness or misadventure ([https://my.unsw.edu.au/student/academiclife/assessment/examinations/examinatio/rules.html](https://my.unsw.edu.au/student/academiclife/assessment/examinations/examinationrules.html))


8. CONTINUAL COURSE IMPROVEMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process ([http://www.ltu.unsw.edu.au/content/course_prog_support/catei.cfm?ss=0](http://www.ltu.unsw.edu.au/content/course_prog_support/catei.cfm?ss=0)) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.
9. COURSE SCHEDULE

1. **Strategic Orientation**

**Course Reading**


2. **Innovation and Growth**

**Course Reading**


**Suggested Reading**


3. **Mergers and acquisitions**

**Course Reading**


BAH 28/9/06. “Strategic Due Diligence: A Foundation for M&A Success, p. 1-8

5. **Financial know how for marketers**
Course Reading
AMI (Australian Marketing Institute) and CAM (Centre for Applied Marketing) “What Value Marketing” 2005.


There is also one DVD simulation called “Why Finance Matters” that each student will need to purchase as part of the Finance “Know How” for Marketers section. The DVD simulation will offer substantial long term usage benefit for marketers in their future careers.


6. Measuring Marketing Performance

Course Reading:
AMI (Australian Marketing Institute) and CAM (Centre for Applied Marketing) “What Value Marketing” 2005.


Ambler. T “Use a Dashboard When Driving your Marketing”. The Journal of the Marketing Society, Summer 2006 Issue 33


Case Study

Supplementary reading
7. Marketing Governance

Course Reading: Nothing specific

There will be a presentation by an Intellectual Property Lawyer from Baker McKenzie.

8. Marketing Ethics and Politics

Course Reading:


The DTI UK Innovation Review 2006 Inspired leadership. Selected page total 8.


Supplementary Reading: