# About the Course

## Timetable

<table>
<thead>
<tr>
<th>Week</th>
<th>Seminar Number</th>
<th>Topic</th>
<th>Seminar Leader</th>
<th>Assignments/ meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (8 October)</td>
<td>1</td>
<td>Course Overview and Introduction</td>
<td>Pam Morrison</td>
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<td></td>
<td>2</td>
<td>Strategy for Innovation</td>
<td>Jack Cadeaux</td>
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<tr>
<td>2 (15 October)</td>
<td>3</td>
<td>Strategy for Innovation (cont’d)</td>
<td>Pam Morrison</td>
<td>Submit list of members in Major Assignment group</td>
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<tr>
<td></td>
<td>4</td>
<td>Creativity, Innovation &amp; Opportunity Recognition</td>
<td>Ian Wilkinson</td>
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<tr>
<td>3 (22 October)</td>
<td>5</td>
<td>vs I (incremental vs breakthrough innovation)</td>
<td>Pam Morrison</td>
<td>Questioning exercise due</td>
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<tr>
<td></td>
<td>6</td>
<td>Identifying Growth Opportunities</td>
<td>Pam Morrison</td>
<td></td>
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<tr>
<td>4 (29 October)</td>
<td>7</td>
<td>Case Study: Starbucks</td>
<td>Pam Morrison</td>
<td>• Individ/group Project briefings (to PDM)</td>
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<tr>
<td></td>
<td>8</td>
<td>Industry Guest: Mr Dimitri Andreatidis, Product Planner - Sports Conversions, Product Management Division, Toyota Motor Corporation</td>
<td>Pam Morrison</td>
<td>• Mid-term assignment due</td>
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<tr>
<td>5 (5 November)</td>
<td>9</td>
<td>9am: Industry Guest: Mr Andrew Stead, Business Development Manager, NewSouth Innovations Pty Ltd.</td>
<td>Pam Morrison</td>
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<td></td>
<td></td>
<td>10.30am: Academic Guest: Prof Hartmut Kaebernick, School of Mechanical and Manufacturing Engineering, UNSW</td>
<td>Pam Morrison</td>
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<td></td>
<td></td>
<td>Topic: Product Innovation at Toyota</td>
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<tr>
<td></td>
<td>10</td>
<td>Discussion of topics of interest &amp; Group work on assignment</td>
<td>Pam Morrison</td>
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<tr>
<td>6 (12 November)</td>
<td>11</td>
<td>Commercialisation of new technologies &amp; Spin-offs</td>
<td>Pam Morrison</td>
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<tr>
<td></td>
<td>12</td>
<td>Sustainable new product development – it’s role in marketing</td>
<td>Pam Morrison</td>
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<tr>
<td>7 (19 November)</td>
<td>13</td>
<td>Course Review &amp; Presentations</td>
<td>Pam Morrison</td>
<td>Major Assignment due</td>
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<tr>
<td></td>
<td>14</td>
<td>Presentations</td>
<td>Pam Morrison</td>
<td></td>
</tr>
</tbody>
</table>

Classes are Saturdays 9am – 12noon and 1pm – 4pm, in **MB G05**
A site visit (optional) will be organised to the Xerox Eco-manufacturing Centre at Zetland after discussing preferred times with the class in Week 1. Due to Xerox constraints this will need to be on a weekday afternoon.
Course Overview

This course will focus on the marketing aspects of strategic innovation and change. Specifically, it will cover areas such as leveraging technological innovation and new product development (NPD), organising and managing a marketing organization, working across functional boundaries (such as sales and marketing), working with external partners (suppliers, agents, co-branders), operating in competitive and dynamic environments, thinking creatively about new products, new services and marketing communications, and engaging in creative destruction and lateral marketing. In so doing students will be required to consider the future direction of marketing. The course will make use of cases and exercises.

This is a core course in the Masters of Marketing program.

Assumed Knowledge

All students should have completed an undergraduate degree in marketing or the equivalent, have relevant professional experience, and have completed the core course MARK6000 Contemporary Perspectives in Marketing.

Course Aims

The aims of this course are:

- To enable students to become conversant with and understand the importance of growth to an organisation and the various ways that growth can be achieved.
- To provide students with the strategic framework an organisation can use to select an appropriate growth path.
- To expose students to a wide variety of methods for identifying growth opportunities.
- To provide students with the knowledge of how to reap the benefits of “new opportunities” by commercialisation of those ideas.
- To allow students to gain an understanding of the theory and practice of Innovation.

In addition this course aims to enhance students’ skills in a number of ways:

- Communication: communicate competently and confidently in discourses relating to Innovation and expression of personal viewpoints.
- Problem resolution: structure and solve typical organisational problems.
- Analytic and strategic thinking: thinking from the standpoint of managerial responsibility.
- Collaborative behaviour: exercise empathy, respect for others and teamwork in pursuing outcomes.
Course Structure

This course is about change, about growth. We will identify a context for achieving that growth and will examine change from a marketing strategy perspective.

Strategy is about: (1) Where we are, (2) Where we can go, and (3) How we can get there. This course is about how the organisation can “moving forwards” (ie Where we can go, and How we can get there), but first we need to understand where the firm is (ie Where we are - the market audit).

We will examine the Criteria for Growth (why are we innovating? And the various types of innovation), and Types of Growth (eg sustaining vs disruptive technologies) (Wk 1/2), and Identifying Growth Opportunities (these include Creativity, Lead Users, Gaps in the Market, Lateral Marketing, etc) (Wk 2/3). In Wk4, we will use the Starbucks case study to examine growth options in practice. This is followed by an Industry Guest sharing his experiences on “product innovation at Toyota”.

But innovation does not imply success. To reap the benefits of ideas generated by Identifying Growth Opportunities, the innovations need to be commercialised, and this leads us to the topic of Commercialisation (Wk 5/6). The final topic to be included is Sustainable Product Development (Wk 5/6): an important topic to discuss because social responsibility is starting to permeate every aspect of the strategic management process and most organizations now recognise this and are starting to incorporate sustainable practices into their innovation strategies. To provide a practical example of sustainable production, a site visit (optional) will be made to the Xerox Eco-manufacturing Centre at Zetland.
Workload

It is expected that you will normally spend 10 to 12 hours a week studying this course. In addition to attending classes, you will need to devote time to:

- Reading and researching
- Class preparation
- Study of materials
- Assessment tasks

In periods where you need to complete assignments or prepare for examinations the time required may be greater. If you lack background knowledge for the course – whether in quantitative techniques, academic writing skills or other areas – you may also need to devote additional time.

Please note that Faculty reviews consistently show that two factors have a detrimental effect on students’ academic performance:

- Undertaking an excessive workload of study and paid employment
- Poor time management, especially insufficient time devoted to study outside of classes

Format and teaching approach

This course consists of three hour sessions held on Saturday mornings (9-12) and afternoons (1-4) which will be run by a combination of mini-lecture and workshop activity.

Students in this course will be expected to:

- Do required reading before lecture.
- Participate fully in all class discussion, debate case studies and contribute their experience to the class.
- Hand all work in on time and present it according to directions.
- Contribute equally to all group work.
- Attend at least 80% of classes. Falling below this level will greatly inhibit a student’s learning from this subject.
Staff and contacts

Course Coordinator

Course Coordinator: Pam Morrison
Email address: pamm@unsw.edu.au (preferred mode of contact)
Telephone: 9385 2699 or 0418 463 923
Location: 304A JG
Consultation: By appointment

Other Teaching staff

Dr Jack Cadeaux, School of Marketing, UNSW
Prof Ian Wilkinson, School of Marketing, UNSW
Mr Dimitri Andreatidis, Product Planner - Sports Conversions, Product Management Division, Toyota Motor Corporation
Mr Andrew Stead, Business Development Manager, NewSouth Innovations Pty Ltd.
Prof Hartmut Kaebernick, School of Mechanical and Manufacturing Engineering, UNSW

Administration Contact for General MMkt Questions

Name: Jack Cadeaux, Director Master of Marketing Program
Email: j.cadeaux@unsw.edu.au
Telephone: 9385 1436
Location: 303 JG
Resources

The textbook

There is no prescribed textbook for the course. Sets of weekly readings will be made available to students at no charge (these will be a mix of soft and hard copies) at least 1 week before being discussed in class. Copies of powerpoint slides (where applicable) will be distributed to students at the beginning of each class. Students will be required to purchase one Case Study ($7.65) which will be available at the first lecture.

Other useful resources

Reference Books and journals


Other

Newspapers and Magazines

*Fortune*                      *Sydney Morning Herald*
*Australian Financial Review*  *The Australian*
*Business Review Weekly*       *Marketing (monthly trade publication)*
**Academic Journals**

Journal of Product Innovation and Management  
Harvard Business Review  
Journal of Marketing  
Journal of Marketing Research  
Journal of Consumer Research  
International Journal of Research in Marketing  
Journal of the Academy of Marketing Science

**Useful Internet Sites**

*Academic Marketing Journals*  

Product Development Management Association  

Australian Marketing Institute  

Lists npd articles  
[http://www.newproductdynamics.com/articles.htm#Periodicals](http://www.newproductdynamics.com/articles.htm#Periodicals)

Knowledge at Wharton, Univ of Pennsylvania  
[http://knowledge.wharton.upenn.edu](http://knowledge.wharton.upenn.edu)
Assessment

Summary of requirements

The summary table below provides an overview of the assessment tasks, due dates and relative weighting.

<table>
<thead>
<tr>
<th>Assignment Name</th>
<th>Due date</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Questioning exercise</td>
<td>Week 3 (22Oct)</td>
<td>10</td>
</tr>
<tr>
<td>Mid-term assignment (case study)</td>
<td>Week 4 (29Oct)</td>
<td>20</td>
</tr>
<tr>
<td>Participation</td>
<td>Throughout session</td>
<td>10</td>
</tr>
<tr>
<td>Major assignment (written)</td>
<td>Week 7 (19Nov)</td>
<td>40</td>
</tr>
<tr>
<td>Major assignment (presentation)</td>
<td>Week 7 (19Nov)</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>100%</strong></td>
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**Questioning exercise**

Due: Week 3  
Weight: 10 %

Prepare a 10-minute presentation on your – or your organisation’s – particular area of interest with regard to Creativity / Innovation / Sustainable Development. The content and structure is your decision. The one requirement is that your final slide lists three questions whose answer you do not know, but wish to know. These questions must flow, as much as possible, from what you have said beforehand. This is to be prepared for Week 3. I will randomly select students to present during Weeks 3 – 6.

**Mid-term assignment**

Due: Week 4 (at beginning of class)  
Weight: 20%

This will be a case study (made available to students in Week 1). This report should be a coherent, thoughtful overview of what was found out from the case (this will be guided by the case questions) and the implications of these findings. It should NOT be just be a list of points or answers from the questions.
Participation

Due: Throughout session
Weight: 10%

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. Your participation in all discussions will be assessed in terms of your willingness to get involved, the insightfulness of your comments/questions and your level of preparation for each class.

Major assignment and presentation

Due: Week 7
Weight: written report (40%), presentation (20%)

The major assignment will be done in groups (of up to 4 students). Groups are to be formed by Week 2, and a list of group members to be submitted to Pam in Week 2.

There will be a choice of assignment topics – detailed information will be provided in Week 1 on the topics, the page limit of the report and the time for the presentation.

Groups will meet with Pam at the beginning of Week 4 (ie starting 9am) to provide a progress briefing.

Grading and feedback

All assignments and examinations are assessed using the Fail, Pass, Credit, Distinction and High Distinction grading system (see table below)

<table>
<thead>
<tr>
<th>Code</th>
<th>Grade</th>
<th>% Mark</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>High Distinction</td>
<td>85-100</td>
<td>An outstanding performance</td>
</tr>
<tr>
<td>DN</td>
<td>Distinction</td>
<td>75-84</td>
<td>A superior, well above average</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>performance</td>
</tr>
<tr>
<td>CR</td>
<td>Credit</td>
<td>65-74</td>
<td>A good, above average performance</td>
</tr>
<tr>
<td>PS</td>
<td>Pass</td>
<td>50-64</td>
<td>An acceptable level of performance</td>
</tr>
<tr>
<td>FL</td>
<td>Fail</td>
<td>0-49</td>
<td>Unsatisfactory performance</td>
</tr>
</tbody>
</table>

For group assignments, each member of a group will be given the same grade unless the lecturer in charge is presented, in writing, why this should not be the case. After taking into account all information, the decision of the lecturer in charge will be final.
Unless otherwise indicated, feedback for all assessment (except final examination) will be provided within two weeks of submission.

Assignment submission

Unless otherwise arranged with the lecturer, all assessment must be submitted at the beginning of the class in which it is due. All assignments must be accompanied by an Assessment Cover Sheet. Copy attached to back of this course outline.

Late submission

Assignments are due on the date indicated in this overview. Late submission of assignments will incur a penalty of 10% of the percentage weight of the assessment component per day after the due date. Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted because of work and other commitments. Requests for extensions must be made to the lecturer prior to the due date. Medical certificates or other evidence of extreme misfortune must be attached and must contain information that justifies the extension sought.

Word count & assignment format

All assessment should include an assignment cover sheet (as attached to this course outline). Written work should be typed in 12-point font, 1.5 spacing, A4 paper, single-sided with 2.5cm margins and stapled. Please do not bind assignments. Page limits are strict and penalties will apply for exceeding the page limit.
Student responsibilities

Attendance and participation

Students are expected to be regular and punctual in attendance at all classes in the courses in which they are enrolled. It is important to note that if students attend less than eighty per cent of their possible classes they may be refused final assessment. All requests for non-attendance at class must be submitted to your lecturer or the Director, Master of Marketing.

Academic honesty

Students and staff are governed by the normal laws which regulate our daily lives. But in addition the University has its own code of rules and conduct. This is because good conduct and academic honesty are fundamental to the mission of the University as an institution devoted to the pursuit of excellence in scholarship and research, and to the service of society. These principles apply not only to students but to the whole University community, including staff engaged in research. They have been developed over many years and are widely supported by staff and students. Staff and students are committed to good conduct and academic honesty and are keen to see that these values and principles are upheld.

The University Council has defined student misconduct as follows (29th August 1994): Student misconduct includes student academic misconduct and also encompasses conduct which impairs the reasonable freedom of other persons to pursue their studies or research or to participate in the life of the University.

It is the responsibility of all students to familiarise themselves with the rules that govern student and academic misconduct. For more information, please see: http://www.student.unsw.edu.au/academiclife/assessment/academic_misconduct.shtml

Plagiarism

Plagiarism is considered academic misconduct and, as such, will be severely penalised. Plagiarism involves using the work of another person and presenting it as one’s own. Acts of plagiarism include copying parts of a document without acknowledging and providing the source for each quotation or piece of borrowed material. These rules against plagiarism apply whatever the source of the work relied upon may be, whether printed, stored on a compact disc or other medium, found on the World Wide Web or Internet.
Similarly, using or extracting another person’s concepts, experimental results or conclusions, summarising another person’s work or, where, there is collaborative preparatory work, submitting substantially the same final version of any material as another student constitutes plagiarism.

It is your responsibility to make sure you acknowledge within your writing where you have “sourced” the information, ideas and facts etc.

The basic principles are that you should not attempt to pass off the work of another person as your own, and it should be possible for a reader to check the information and ideas that you have used by going to the original source material. Acknowledgment should be sufficiently accurate to enable the source to be located speedily. If you are unsure whether, or how, to make acknowledgment consult your lecturer.

For more information on plagiarism and how to avoid it, visit the UNSW Learning Centre website: http://www.lc.unsw.edu.au/onlib/plag.html
ASSIGNMENT COVER SHEET

Student Number: __________________________

Name: __________________________

Course: __________________________

Lecturer: __________________________

Assignment Item/Title/Question: ____________________________________________

Date Due: __________________________

Date Submitted: __________________________

I declare that this assessment item is my own work, except where acknowledged, and has not been submitted for academic credit elsewhere, and acknowledge that the assessor of this item may, for the purpose of assessing this item:

Reproduce this assessment item and provide a copy to another member of the University; and/or,

Communicate a copy of this assessment item to a plagiarism checking service (which may then retain a copy of the assessment item on its database for the purpose of future plagiarism checking).

I certify that I have read and understood the University Rules in respect of Student Academic Misconduct.

Signed: __________________________

(For group work each student must attach a signed cover sheet)