# MNGT5356
# DIGITAL BUSINESS AND MARKETING STRATEGY
## Session 4, 2018

## COURSE OUTLINE

UNSW
SYDNEY | Australia's Global University

AGSM @
UNSW Business School

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Business School

# COURSE OUTLINE

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# PART A: COURSE-SPECIFIC INFORMATION

## Course staff

**Course Coordinator:** Dr Michele Roberts and Stephen Scheeler

**Email:** michele.roberts@unsw.edu.au

**Consultation Times:** By appointment (normally straight after class)

## Course details

### Teaching times and locations

Updated information about class times and locations can be found on the AGSM website. Please note that changes to teaching times and locations may occur.

### Units of credit

This course is worth six units of credit.

### Summary of course

This course is designed to help students to lead their organisations through digital transformation. It is also helpful for students interested in digital start-ups.

The course addresses how industries and organisations are being disrupted by digital business models. We will seek to understand how and why strategic management and marketing in a digital marketplace differs from traditional models and frameworks.

We first develop an appreciation of the structures, strategies and practices that drive digital business models and then explore how marketing is playing a critical role in identifying, defining, creating and delivering value propositions for customers.

We will collaborate to discover, understand and apply key concepts and models from leading-edge research, and use this to understand and anticipate new possibilities in ecosystems and the business models they enable. The structure of each session is to examine theoretical frameworks and concepts and then apply them through case studies, industry visits and guest presentations.

There is no specialist or advanced knowledge required for this course. If you are already working in a digital role, or are experienced in digital marketing, you should speak to Michele before enrolling in this course.

## Course aims and relationship to other courses

This course extends the understandings generated in the study of the core courses *Marketing Management* and *Strategy*. It will investigate the unique challenges and approaches that lead to success in marketing in a digitally disrupted marketplace.

The course is based on an understanding that digitisation and analytics are driving one of the most fundamental transformations in organisational, and particularly marketing, strategy since the industrial revolution. It is also based on the recognition that the business models, strategies, leadership and marketing required in such environments are fundamentally different from how business and marketing strategy have been managed previously.

## Course learning outcomes

After you have completed this course, you should be able to:

1. explain the range of forces that are driving digital disruption
2. describe how these forces have transformed the elements of viable business models in industries undergoing digital transformation
3. understand the characteristics of, and practise, digital leadership
4. recognise the potential ethical and social issues of digital business and marketing
5. collaborate in a team to develop and communicate an effective digital plan.

The Course Learning Outcomes are focused on what you should be able to do by the end of this course if you participate fully in the learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the UNSW Business School.

# Course resources

There is no set textbook for this course. Specific readings will be uploaded into Moodle for each topic.

Students are encouraged to research and read widely on the subject matter. The following books are highly recommended by Michele and Stephen, and all are available as ebooks for your computer via Amazon Kindle.
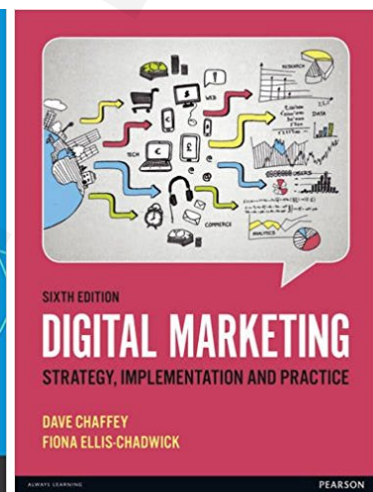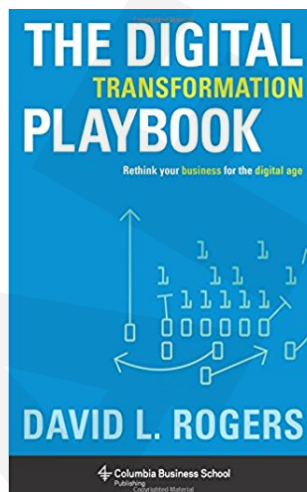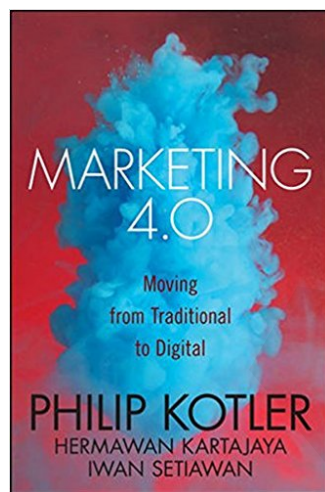
| Kotler, P, Kartajaya, M & Setiawan, I 2017, Marketing 4.0: Moving from traditional to digital, Wiley. | Rogers, D L 2016, The digital transformation playbook, Columbia University Press. | Chaffey, D & Ellis Chadwick, F 2015, Digital marketing: Strategy, implementation and practice, 6th edn, Pearson. |
|---|---|---|

# Other resources

## UCo

UCo is AGSM's Campus in the Cloud, a social platform that connects students, staff and faculty – enabling you to engage with each other across your courses and the AGSM outside of the formal Moodle setting. AGSM also uses this private network to communicate with you about extracurricular opportunities and events, and general updates on programs and courses. Enrolled students can access UCo using their zID and zPass at https://uco.agsm.edu.au/

## BusinessThink

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business then go to http://www.businessthink.unsw.edu.au.

# Course schedule

| Topics/Date* | |
|---|---|
| **1. Tue 16 Jan** | Introduction to digital business and marketing strategy |
| **2. Tue 23 Jan** | Digital leadership and culture |
| **3. Tue 30 Jan** | Field trip (offsite activities – transport provided) |
| **4. Tue 6 Feb** | What is keeping CEOs awake at night / what ought to be keeping CEOs awake at night |
| **5. Tue 13 Feb** | Digital consumer behaviour |
| **6. Tue 20 Feb** | Customer experience, engagement and satisfaction |
| **7. Tue 27 Feb** | Search and content marketing |
| **8. Tue 6 Mar** | Omnichannel strategy |
| **9. Thu 8 Mar** | Field trip (offsite activities – transport provided) |
| **10. Tue 20 Mar** | Social and messaging |
| **11. Tue 27 Mar** | Emerging technologies |
| **12. Tue 3 Apr** | Digital project presentations |

\* Note that topics may be moved to accommodate field trips to, and guest speakers from, some of the most high-profile and innovative companies in Australia.

# Approach to learning and teaching in the course

The approach to teaching and learning is highly interactive and will involve in-class activities, guest speakers, field trips and case studies. Students are required to prepare before class and reflect after class through their readings and multimedia. Students must come to class prepared, having read the prescribed reading, and reflected on relevant examples from their work experience and their industry. Students must be prepared to discuss, challenge and debate the application of their reading to practice.

Each topic will integrate the following components:

- Digital frameworks, theories and concepts that you can apply to your work
- Focus on metrics – how to develop appropriate KPIs and measure whether they have been achieved
- Consideration of emerging social and ethical issues in digital business and marketing.

## Learning activities and teaching strategies

The course will include coverage of key models, concepts and frameworks, accompanied by individual and team application exercises and case studies.

# Program learning goals and outcomes

The UNSW Business School Program Learning Goals reflect what we want all students to be or have by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to have a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to be effective problem-solvers, communicators and team participants. These are our overall learning goals for you.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical

thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all UNSW Business School students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g. courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

## MBA Program Learning Goals and Outcomes

**Learning Goal 1: Business Management Knowledge**

Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations

**Learning Goal 2: Critical Thinking**

Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions

**Learning Goal 3: Communication**

Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose

**Learning Goal 4: Teamwork**

Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes

**Learning Goal 5: Responsible Business**

Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business

Students should be able to consider the social and cultural implications of management practices and of business activities

**Learning Goal 6: Leadership**

Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

**Learning Goal 7: International Perspective**

Students should understand the needs of undertaking business within a global context

Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues

# Link between assessment and learning goals and outcomes

| Program Learning Goals and Outcomes | Course Learning Outcomes | Course Assessment Item |
|---|---|---|
| This course helps you to achieve the following MBA Program Learning Goals [please see above for a description of each]: | On successful completion of the course, you should be able to [please see above for a description of each]: | This learning outcome will be assessed in the following items: |
| Business management knowledge | 1, 3 | Digital Leadership Journal Team Project |
| Critical thinking | 2 | Digital Leadership Journal Team Project Participation |
| Communication | 5 | Digital Leadership Journal Team Project Participation |
| Teamwork | 5 | Team Project |
| Responsible business | 4 | Digital Leadership Journal |
| Leadership | 3 | Participation Digital Leadership Journal |
| International perspective | 1 | Digital Leadership Journal |

# Assessment

## Formal requirements

Students are expected to attempt all assessment requirements,
and must achieve a composite mark of at least 50% to pass the course.
Students are also expected to actively engage in course learning activities.
Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

## Assessment details

The assessment for this course has been designed to help all students maximise their individual learning opportunities. The assessment items cover and apply all the main knowledge and skills areas in the course.

| Item | Weight | Format/Length | Due Date |
|---|---|---|---|
| Participation | 20% | Includes all participation in class, during field trips and in our class WeChat group. | Throughout course |
| Individual journal | 40% | Digital Leadership Journal<br><br>Document and reflect on activities and learnings accomplished as the course progresses. | Week 13 |
| Team Project | 10% | Digital transformation project review | Week 6, Boardroom<br><br>Three colour copies of slides/notes provided at the start of the briefing. Soft copy uploaded to LMS prior to briefing. |
| Team Project | 30% | Digital transformation project final presentation | Week 12, in class<br><br>Three colour copies of slides/notes provided at the start of the briefing. Soft copy uploaded to LMS prior to briefing. |

Further details of these assessments will be in your Moodle class site.

## Assignment preparation and submission

Unless otherwise stipulated in the specific details for each of your assignments, please prepare and submit your assignments in accordance with the following.

## Assignment length

The following items are included in your assignment length: Executive Summary, all text, tables, figures, diagrams and charts

The following items are excluded from your assignment length: reference list and appendices.

Any text that goes beyond the word count will not be read in grading the assignment.

## Assignment format

For consistency across all assignments, students are required to supply assignments in a standard format, which is detailed below. Assignments should always be submitted in Word format.

| Headings | Body text | Page setup |
|---|---|---|
| Font: Arial or Helvetica<br>Font size: 12 points<br>Line spacing: Double<br>Text style: Bold | Font: Arial or Helvetica<br>Font size: 12 point<br>Line spacing: Double<br>Text style: Normal | Top: 2.54 cm<br>Bottom: 2.54 cm<br>Left: 2.54 cm<br>Right: 2.54 cm<br>Header: 1.25 cm<br>Footer: 1.25 cm |

## Paragraph breaks

First line indent: 1.27cm

## Diagrams and tables

Students are encouraged to include diagrams and tables in their assessments, but must ensure they do not take up more than 20% of the assignment.

Diagrams and tables must:

- be formatted with single line spacing
- be formatted with a minimum font size of 8 points
- be positioned vertically in between paragraphs.

## Assignment file name

Please use the following naming convention for each assignment.

- z9999999_surname_[XXXX1111]_18s4_Ass1

where:

- z9999999 is your student ID – please insert your surname
- XXXX1111 is the course code
- 18s4 is the session name (2018, Session 4)
- Ass1 is the Assignment number (Ass2 for Assignment 2)

## Assignment submission

1. You must submit your assignment through your online classroom as per the instructions in your LMS User Manual.

2. Assignment submission in your LMS is performed via Turnitin, the similarity detection software used by UNSW students and teaching staff to prevent plagiarism by ensuring referencing is correct and that work has not been inadvertently copied from elsewhere. You can access Turnitin under the 'Assessments' section in your Moodle course site.

3. You are able to submit a draft version of your assignment prior to the due date. This enables you to view the Turnitin similarity report on your work and decide whether it complies with the guidelines regarding referencing and plagiarism, before you submit your final version for marking. More information about plagiarism can be found here: https://student.unsw.edu.au/plagiarism

4. Please note that draft assignments submitted in this way will be regarded as the final version at the due date if you have not uploaded a subsequent, finalised version (each file uploaded overwrites the previous version).

5. Late submissions are possible but will be marked as such and will be subject to late penalties of 5% of the assignment weighting for each day late. If for any reason you are unable to submit a late submission via Turnitin please contact your Facilitator or AGSM Experience.

6. Extensions to assignment deadlines will be granted only in exceptional circumstances, and where adequate supporting documentation can be provided. Please note that work commitments **do not** constitute grounds for an extension. Requests must be made through the special consideration process. For details about this process, see: https://student.unsw.edu.au/special-consideration

7. Assessment tasks, other than the major final assessment, will normally be reviewed, and feedback provided, within 10 working days of submission.

8. Please keep a copy of your assignments.

# Course evaluation and development

Feedback is sought from students about the courses offered in the AGSM MBA Program, and continual improvements are made based on this feedback. Feedback is generally collected early on in the session, and subsequently communicated to students. Significant changes to courses and programs within the Program, based on formal end-of-session feedback, are communicated to subsequent cohorts of students.

Based on student evaluations from the last presentation of the course, this course has been completely rewritten in order to bring it up to date. The course has also been repositioned to have a greater focus on digital strategy rather than digital marketing.

# PART B: Key policies, student responsibilities and support

## Academic integrity and plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see:
https://student.unsw.edu.au/plagiarism as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students:
http://subjectguides.library.unsw.edu.au/elise

To see if you understand plagiarism, do this short quiz:
https://student.unsw.edu.au/plagiarism-quiz

For information on how to acknowledge your sources and reference correctly, see: https://www.business.unsw.edu.au/Students-Site/Documents/referencing.pdf

## Student responsibilities and conduct

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

### AGSM MBA Programs and UNSW policies

Information and policies can be found in the 'A–Z Student Guide':
https://my.unsw.edu.au/student/atoz/A.html . See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:
https://www.business.unsw.edu.au/agsm/students/resources/students-rights-responsibilities

If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the AGSM Success Team.

## Workload

It is expected that you will spend 10-12 hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

## Attendance

Your regular and punctual attendance at classes is expected in this course. For information on UNSW policy, see:
https://student.unsw.edu.au/attendance

## General conduct and behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at:
https://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html

## Occupational health and safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://safety.unsw.edu.au/

## Keeping informed

You should take note of all announcements made in class and on the course website. From time to time, the University will send important announcements to your university email address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

## Special consideration and supplementary examinations

Any student dealing with exceptional circumstances due to illness, misadventure or business critical work/travel that affects submission of assessments or exams (performance or attendance), should complete an application for Special Consideration via the UNSW online system – see:
https://student.unsw.edu.au/special-consideration

A Professional Authority Form also needs to be completed prior to the online submission – see:
https://student.unsw.edu.au/sites/all/files/uploads/group47/forms/Profession alAuthority.pdf

These applications are assessed by AGSM Experience.

Applications for Special Consideration must be received no later than three working days after an assessment task due date, or exam date.

Note that work, family, sporting and social commitments are not generally seen as being beyond a student's control, and so would not normally be accepted as grounds for special consideration.

If your course has an exam, please note that students who are unwell are advised to not attend the exam, and instead obtain documentation from their doctor supporting their need to be absent from the exam. UNSW advises use of the Professional Authority Form – https://student.unsw.edu.au/sites/all/files/uploads/group47/forms/ProfessionalAuthority.pdf – in this instance. They can then apply for Special Consideration to sit the Supplementary Exam (usually held seven days later). Once students see an exam, they cannot re-sit the exam for that course in the same session.

# eLearning

To access Moodle, go to: https://moodle.telt.unsw.edu.au/login/index.php

Login with your student zID (username) and zPass (password).

## Moodle eLearning support

Should you have any difficulties accessing your course online, please contact the eLearning support below:

For *login* issues:

**UNSW IT Service Centre**

Hours:   Monday to Friday: 8am – 8pm
         Saturday and Sunday: 11am – 2pm

Email:    ITServiceCentre@unsw.edu.au

Phone:   Internal: x51333
         External: 02 9385 1333
         International: +61 2 9385 1333

For help with technical issues and problems:

**External TELT Support**

Hours:   Monday to Friday: 7.30am – 9.30pm
         Saturdays and Sundays: 8.30am – 4.30pm

Email:   externalteltsuppport@unsw.edu.au

Phone:  Internal: x53331
         External: 02 9385 3331
         International: +61 2 9385 3331

# Administrative and eLearning support

## AGSM Experience

If you have administrative queries, they should be addressed to AGSM Experience.

AGSM Experience
AGSM MBA Programs
UNSW Business School
SYDNEY NSW 2052

Phone: +61 2 9931 9400

Email: studentexperience@agsm.edu.au

# Additional student resources and support

The University and the UNSW Business School provide a wide range of support services for students, including:

- **AGSM – Digital Resources and Tutorials**
  https://www.business.unsw.edu.au/agsm/digital-tools

- **Business School Education Development Unit (EDU)**
  https://www.business.unsw.edu.au/students/resources/learning-support

  Provides academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations.
  EDU Office: Level 1, Room 1033, Quadrangle Building.
  Phone: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre**
  www.lc.unsw.edu.au

  Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library services and facilities for students**
  https://www.library.unsw.edu.au/study/services-for-students

- **UNSW Counselling and Psychological Services**
  https://student.unsw.edu.au/wellbeing

  Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling.
  Office: Level 2, East Wing, Quadrangle Building;
  Phone: +61 2 9385 5418.

- **Disability Support Services**
  https://student.unsw.edu.au/disability

  Provides assistance to students who are trying to manage the demands of university as well as a health condition, learning disability or have personal circumstances that are having an impact on their studies.
  Office: Ground Floor, John Goodsell Building; Phone: 9385 4734;
  Email: disabilities@unsw.edu.au