



# MRKT11029 *Marketing Fundamentals*

## Term 2 - 2022

Profile information current as at 05/07/2022 04:43 pm

All details in this unit profile for MRKT11029 have been officially approved by CQU University and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

This unit will provide you with a sound knowledge of the origins of trading goods and services and the development of modern marketing practice and theory. Emphasis is placed on developing an understanding of marketing principles and their application when acquiring and retaining customers as well as driving business profitability. You will examine innovative marketing strategies deployed including digital marketing and social media in different kinds of organisations.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 1*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 2 - 2022

- Brisbane
- Melbourne
- Online
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Online Quiz(zes)**

Weighting: 20%

#### 2. **Portfolio**

Weighting: 40%

#### 3. **Presentation and Written Assessment**

Weighting: 40%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Unit evaluation

##### Feedback

Some students would like to communicate with the unit coordinator through scheduled weekly Zoom workshops that address weekly learning activities and to spend time discussing assessments.

##### Recommendation

Offer weekly Zoom workshops to address the weekly learning activities and to discuss assessments. All Zoom sessions will be recorded and uploaded within 24 hours to the unit website in Moodle for the benefit of those students who cannot participate.

#### Feedback from Unit evaluation

##### Feedback

Some students were receptive to the provision of assessment guidelines, marking rubrics, marking sheets, and exemplars.

##### Recommendation

Provide students with additional assessment support in the form of assessment guidelines, marking rubrics, marking sheets, and exemplars through the unit Moodle site.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. Articulate awareness of the nature and scope of marketing in organisations
2. Analyse modern marketing strategies used in different kinds of organisations
3. Critically examine marketing principles and their application
4. Assess the role and impact of innovative marketing strategies such as digital and social media
5. Examine ethical and legal issues in business marketing.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

| Assessment Tasks                              | Learning Outcomes |   |   |   |   |
|---|-------------------|---|---|---|---|
|   | 1                 | 2 | 3 | 4 | 5 |
| 1 - Online Quiz(zes) - 20%                    | •                 |   |   |   |   |
| 2 - Portfolio - 40%                           |                   | • |   | • |   |
| 3 - Presentation and Written Assessment - 40% |                   |   | • | • | • |

### Alignment of Graduate Attributes to Learning Outcomes



## Textbooks and Resources

### Textbooks

MRKT11029

#### Prescribed

##### Principles of Marketing

Edition: 8th (2021)

Authors: Armstrong, G., Denize, S., Volkov, M., Adam, S., Kotler, P., Ang, S. H., Love, A., Doherty, S., & Van Esch, P.

Pearson Australia

Melbourne, Victoria, Australia

ISBN: 9781488626203

Binding: Paperback

#### Additional Textbook Information

Both the paper and eBook versions can be purchased at the CQUni Bookshop here:

<http://bookshop.cqu.edu.au> ( search on the Unit code).

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Microsoft PowerPoint
- Microsoft Word

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Warren Lawson** Unit Coordinator

[w.lawson1@cqu.edu.au](mailto:w.lawson1@cqu.edu.au)

## Schedule

### Week 1 - 11 Jul 2022

| Module/Topic                                 | Chapter | Events and Submissions/Topic |
|--|---------|------------------------------|
| Defining marketing and the marketing process | 1 & 2   |                              |

### Week 2 - 18 Jul 2022

| Module/Topic   | Chapter | Events and Submissions/Topic |
|--|---------|------------------------------|
| The marketplace and customers: Analysing the environment | 3       |                              |

### Week 3 - 25 Jul 2022

| Module/Topic   | Chapter | Events and Submissions/Topic                                   |
|--|---------|--|
| Marketing analytics and artificial intelligence: Gaining customer insights | 4       | <b>Online Quiz 1 opens Monday (25 July 2022) 09:00 am AEST</b> |

**Week 4 - 01 Aug 2022**

| Module/Topic  | Chapter | Events and Submissions/Topic                                     |
|---|---------|--|
| Buyer behaviour: Understanding consumer and business buyers | 5       | <b>Online Quiz 1 closes Monday (1 August 2022) 11:45 pm AEST</b> |

**Week 5 - 08 Aug 2022**

| Module/Topic  | Chapter | Events and Submissions/Topic                                    |
|---|---------|---|
| Customer-driven marketing strategy: Creating value for target customers | 6       | <b>Online Quiz 2 opens Monday (8 August 2022) 09:00 am AEST</b> |

**Vacation Week - 15 Aug 2022**

| Module/Topic | Chapter | Events and Submissions/Topic                                      |
|--------------|---------|---|
|              |         | <b>Online Quiz 2 closes Monday (15 August 2022) 11:45 pm AEST</b> |

**Week 6 - 22 Aug 2022**

| Module/Topic   | Chapter | Events and Submissions/Topic  |
|--|---------|---|
| Products, services and brands: Offering customer value | 7       | <b>Second Assessment</b> Due: Week 6 Friday (26 Aug 2022) 11:45 pm AEST |

**Week 7 - 29 Aug 2022**

| Module/Topic                                     | Chapter | Events and Submissions/Topic                                     |
|--|---------|--|
| New products: Developing and managing innovation | 8       | <b>Online Quiz 3 opens Monday (29 August 2022) 09:00 am AEST</b> |

**Week 8 - 05 Sep 2022**

| Module/Topic                      | Chapter | Events and Submissions/Topic  |
|-----------------------------------|---------|---|
| Pricing: Capturing customer value | 9       | <b>Online Quiz 3 closes Monday (5 September 2022) 11:45 pm AEST</b> |

**Week 9 - 12 Sep 2022**

| Module/Topic                         | Chapter | Events and Submissions/Topic  |
|--------------------------------------|---------|---|
| Placement: Customer value fulfilment | 10      | <b>Online Quiz 4 opens Monday (12 September 2022) 09:00 am AEST</b> |

**Week 10 - 19 Sep 2022**

| Module/Topic  | Chapter | Events and Submissions/Topic   |
|---|---------|--|
| Advertising, public relations, personal selling and sales promotion | 11 & 12 | <b>Online Quiz 4 closes Monday (19 September 2022) 11:45 pm AEST</b> |

**Week 11 - 26 Sep 2022**

| Module/Topic   | Chapter | Events and Submissions/Topic |
|--|---------|------------------------------|
| Direct and digital marketing: Interactivity and fulfilment | 13      |                              |

**Week 12 - 03 Oct 2022**

| Module/Topic  | Chapter | Events and Submissions/Topic   |
|---|---------|--|
| Sustainable marketing: Social responsibility, ethics and legal compliance | 14      | <b>Third Assessment</b> Due: Week 12 Friday (7 Oct 2022) 11:45 pm AEST |

## Term Specific Information

### **Contact information for Warren Lawson**

I encourage all students to contact me, either by email or telephone, with any personal questions or queries relating to the unit.

**Email:** [w.lawson1@cqu.edu.au](mailto:w.lawson1@cqu.edu.au)

**Telephone:** +61 (03) 9616 0518

I'm based on the Melbourne Campus and can be found during term in the Business and Law staff room on level 4, 120 Spencer Street.

## Assessment Tasks

### 1 First Assessment

#### **Assessment Type**

Online Quiz(zes)

#### **Task Description**

The first assessment task consists of **FOUR (4)** online quizzes, with ten (10) questions in each quiz. Each quiz is a maximum 20 minutes in duration.

Your task is to complete all four online quizzes.

#### Instructions and advice

- This is an individual assessment (no groups).
- All four quizzes are attempted online through the unit Moodle site.
- Quizzes can be accessed from inside the Assessment tile on the unit Moodle site.
- Refer to the table below for quiz opening and closing times.
- Each quiz will address content from a relevant chapter of the prescribed textbook.
- Each quiz is worth a maximum 5% towards your overall grade (i.e., 4 quizzes x 5% = 20% in total).
- Each quiz consists of 10 questions and is a maximum 20 minutes in duration.
- Answer format will be a combination of multiple choice and true or false.
- There are no negative marks for incorrect answers.
- These are open book quizzes, so you can have your textbook with you when doing each quiz.
- Each online quiz can only be attempted **ONCE**, so do not open the quiz until you are ready to complete the entire quiz.
- Responsibility for access, Internet Service Provider, browsers, Internet connection and the computer you use remains with the student.
- Refer system access problems (e.g., Moodle login or password issues) to the Technology and Services Assistance Centre ([tasac@cqu.edu.au](mailto:tasac@cqu.edu.au)) as soon as possible.
- Any issues during the quiz (e.g., screen has frozen) email the Unit Coordinator as soon as possible identifying the unit, your full name, student number, campus and approximate time the issue occurred.
- Students are encouraged to provide their own timer and not rely on the computer.

#### The first assessment task is eligible for a re-attempt

A quiz re-attempt will only be considered by the Unit Lead/Coordinator under the following circumstances:

- If a student receives a failure mark (i.e., less than 2.5 marks out of 5) for a quiz AND
- If a student has initially demonstrated a reasonable attempt to complete the quiz AND
- If a student makes a request in writing to the Unit Lead/Coordinator via their CQUniversity email within three (3) calendar days of receiving their quiz mark.

If the Unit Lead/Coordinator allows a quiz re-attempt, the decision will be conveyed in writing via email to the student's CQUniversity email address.

Only one opportunity per student to re-attempt a failed quiz will be given.

A re-attempt quiz cannot score higher than the minimum pass mark allowable for the quiz (i.e., 2.5 marks out of 5).

The re-attempt quiz mark (maximum being 2.5 marks out of 5) will be the final mark for that quiz.

A re-attempt quiz must be completed within seven (7) calendar days of being notified by the Unit Lead/Coordinator about the re-attempt opportunity.

It is the responsibility of the student to check their CQUniversity email and adhere to the time and date designated for a re-attempt quiz.

There are no extensions available for a re-attempt quiz.

### Skills

- Quizzes will test marketing knowledge and understanding.

| Quiz | Content    | Quiz Opening Day/Time                           | Quiz Closing Day/Time                               |
|------|------------|---|---|
| 1    | Chapter 4  | Week 3 Monday (25 July 2022) 09:00 am AEST      | Week 4 Monday (1 August 2022) 11:45 pm AEST         |
| 2    | Chapter 6  | Week 5 Monday (8 August 2022) 09:00 am AEST     | Vacation Week Monday (15 August 2022) 11:45 pm AEST |
| 3    | Chapter 8  | Week 7 Monday (29 August 2022) 09:00 am AEST    | Week 8 Monday (5 September 2022) 11:45 pm AEST      |
| 4    | Chapter 10 | Week 9 Monday (12 September 2022) 09:00 am AEST | Week 10 Monday (19 September 2022) 11:45 pm AEST    |

### Number of Quizzes

4

### Frequency of Quizzes

### Assessment Due Date

Various (see Quiz opening and closing times in 'Task Description')

### Return Date to Students

Marks are shown on completion of each quiz

### Weighting

20%

### Assessment Criteria

- Each question is worth half a mark (0.5 marks).
- Ten questions per quiz x 0.5 marks x 4 quizzes.
- Total: 20 marks.

### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### Submission

Online

### Submission Instructions

Online (through Moodle)

### Learning Outcomes Assessed

- Articulate awareness of the nature and scope of marketing in organisations

### Graduate Attributes

- Communication
- Problem Solving
- Information Literacy
- Information Technology Competence

## 2 Second Assessment



## Assessment Type

Portfolio

## Task Description

The second assessment task requires you to undertake a market opportunity analysis for a new product. You will present the market opportunity analysis as a portfolio. This portfolio should be 2000 words maximum excluding the title page and reference list.

Your task is to choose **ONE (1)** of the options listed below and write a market opportunity analysis focusing on current Australian market conditions to determine market attractiveness for your product.

a) Ascension Dog Harness (viewed 15/06/2022)

[https://www.kickstarter.com/projects/sakercanine/the-ultimate-dog-harness?ref=discovery\\_category](https://www.kickstarter.com/projects/sakercanine/the-ultimate-dog-harness?ref=discovery_category)

b) CoreCap Integrated Bike Computer (viewed 15/06/2022)

[https://www.kickstarter.com/projects/corecap/corecap-worlds-first-integrated-bike-computer?ref=discovery\\_category\\_popular](https://www.kickstarter.com/projects/corecap/corecap-worlds-first-integrated-bike-computer?ref=discovery_category_popular)

c) Kodama Bould Hip Pack (viewed 15/06/2022)

[https://www.kickstarter.com/projects/kodama/bouldpack?ref=discovery\\_staff\\_picks](https://www.kickstarter.com/projects/kodama/bouldpack?ref=discovery_staff_picks)

d) Omvos E-Scooter (viewed 15/06/2022)

<https://www.kickstarter.com/projects/1466779331/the-vida-a-gogo-e-scooter-live-groovy-ride-in-style/description>

e) A new product for the business/organisation you currently work for or the business/organisation you want to start up. If you decide this option, on-campus (internal) students will need to gain approval from your local lecturer/tutor. Off campus (external) students will need to contact the unit coordinator for approval.

**NB: The option you choose will also be used in the Third Assessment task.**

You will need to address the following criteria:

1. Describe the new product chosen and current market conditions in Australia by examining relevant business trends, competitors, and customer needs (research evidence is expected to help support your discussion);
2. Analyse the current marketing environment in Australia, including relevant marketing strategies and innovative marketing approaches (e.g., digital and social media), and assess how this may affect consumer purchasing (research evidence is expected to help support your discussion); and
3. Conduct strengths, weaknesses, opportunities, and threats (SWOT) analysis for your new product.

## Instructions

- This is an individual assessment (no groups).
- Whilst developing your portfolio, it is expected that you share ideas and insights on the Moodle forums.
- Submit your portfolio online through the Assessment tile on the unit Moodle site.

Your portfolio should contain the following:

- A single Word document (no PDF), including a title page, that addresses each of the 3 criteria listed above plus a reference list, using APA referencing style.
- Use in-text of **at least ten (10)** quality sources of information such as from academic journal articles, academic textbooks, trade journals, newspaper articles and industry/business websites.
- Use size 12 font with 1.5 line-spacing in this Word document.
- An appendix or appendices (this is **compulsory**) inserted at the end of the Word document that includes:
  - Copy of self-evaluation template documenting your learning journey (the template is available in the Second Assessment resources folder on Moodle).
  - Any other supporting items such as graphs, charts, tables, and diagrams you deem suitable.

## Skills

- A market opportunity analysis is widely used to determine market attractiveness.
- A portfolio is a collection of items documenting what and how you have learnt.
- This is a challenging assignment. It will provide you with the opportunity to undertake a significant piece of work with a practical commercial application.

## Assessment Due Date

Week 6 Friday (26 Aug 2022) 11:45 pm AEST

## Return Date to Students

(Monday, 12 September 2022). The return date will apply to submissions made before or on the due date.

## Weighting

40%

## Assessment Criteria

- Product description and current market conditions (10 marks).
- Marketing strategies and innovative marketing approaches (8 marks).
- SWOT analysis (6 marks).
- Citations and reference list (3 marks).
- Self-evaluation (5 marks).
- Supporting items (5 marks).
- Spelling, grammar, and written presentation (3 marks).
- Total: 40 marks.

## Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

## Submission

Online

## Submission Instructions

Online (through Moodle)

## Learning Outcomes Assessed

- Analyse modern marketing strategies used in different kinds of organisations
- Assess the role and impact of innovative marketing strategies such as digital and social media

## Graduate Attributes

- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence

## 3 Third Assessment

### Assessment Type

Presentation and Written Assessment

### Task Description

The third assessment task requires the submission of **TWO (2)** items (i.e., one Word file and one PowerPoint file).

You are to write and make a presentation on marketing objectives, marketing strategy, social responsibility, ethics, and legal issues for the new product chosen in the second assessment task. The written component should be 2000 words maximum excluding the title page and reference list. The presentation component will be in PowerPoint format with recorded voice-over, limited to 6 slides and no longer than 5 minutes in duration.

Assume that the new product selected in the second assessment task is viable for market entry into Australia. The decision has now been made by senior management to launch this new product into Australia sometime in 2022 or 2023.

Your task is to prepare marketing objectives, marketing strategy and examine social responsibility, ethical and legal issues when marketing your new product in Australia.

You will need to address the following criteria:

1. Propose and justify three (3) marketing objectives you think are achievable within the first six months of product launch (e.g., sales targets, product awareness, customer retention and satisfaction, brand management);
2. Justify the preferred market segments, targeted customers, and intended positioning;

3. Propose and justify marketing strategy for two (2) of the 4Ps; and
4. Examine social responsibility, ethical, and legal issues when marketing your new product.

### Instructions

- This is an individual assessment (no groups).
- Whilst developing your written component and presentation component, it is expected that you share ideas and insights on the Moodle forums.
- Submit both your written component and presentation component online through the Assessment tile on the unit Moodle site.

Your written component should contain the following:

- A single Word document (no PDF), including a title page, that addresses each of the 4 criteria listed above plus a reference list, using APA referencing style.
- Use in-text of **at least ten (10)** quality sources of information such as from academic journal articles, academic textbooks, trade journals, newspaper articles and industry/business websites.
- Use size 12 font with 1.5 line-spacing in this Word document.

Your presentation component should contain the following:

- A summary only of key information in your written Word document.
- The format will be PowerPoint with recorded voice-over (no word limit) but limited to a maximum 6 slides and a maximum 5 minutes in duration.

### Skills

- The written component consisting of the marketing objectives, marketing strategy, social responsibility, ethics and legal issues are all integral elements of a marketing plan.
- Using PowerPoint with recorded voice-over enhances professionalism and helps keep the viewer's focus during presentations.
- This is a challenging assignment. It will provide you with the opportunity to undertake a significant piece of work with a practical commercial application.

### **Assessment Due Date**

Week 12 Friday (7 Oct 2022) 11:45 pm AEST

### **Return Date to Students**

(Friday, 4 November 2022). Marked assessments will be returned following certification of grades.

### **Weighting**

40%

### **Assessment Criteria**

- Three marketing objectives (3 marks).
- Market segmentation, targeted customers, and intended positioning (5 marks).
- First marketing strategy (6 marks).
- Second marketing strategy (6 marks).
- Social responsibility, ethics, and legal issues (4 marks).
- Citations and reference list (3 marks).
- Spelling, grammar, and written presentation (3 marks).
- PowerPoint meets specified requirements (5 marks).
- The voice-over is clear and fluent (5 marks).
- Total: 40 marks.

### **Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### **Submission**

Online

### **Submission Instructions**

Online (through Moodle)

## Learning Outcomes Assessed

- Critically examine marketing principles and their application
- Assess the role and impact of innovative marketing strategies such as digital and social media
- Examine ethical and legal issues in business marketing.

## Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem