

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	AY2024-2025
Semester/Trimester/Others (specify approx. Start/End date)	Semester 2
Course Author * Faculty proposing/revising the course	Assoc Prof Lewis Lim
Course Author Email	akslim@ntu.edu.sg
Course Title	Marketing Strategy
Course Code	BM3508
Academic Units	3
Contact Hours	39
Research Experience Components	

Course Requisites (if applicable)

Pre-requisites	AB1501 Marketing
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

Consider the following situations:

As a newly-appointed Marketing Manager for a Fortune 500 consumer goods company, you are responsible for developing and growing a portfolio of product brands in a way that generates a steady stream of profits for your department to meet its financial goals. From previous marketing courses, you have learned that continuous innovation, new product development, and brand positioning are important elements of a successful marketing strategy. However, in your executive role, you now need to make actual decisions, such as how many brands to put to market, how your brands should differ from one another and from competition, when to launch new brands or modify existing brands, under what circumstances to retire existing brands, how early in advance to begin R&D on new brands, and what level of expenditure to allocate to R&D.

As Marketing Manager for the same company, you are also responsible for promoting your brands so that they can command a desired level of awareness among consumers and occupy distinctive positions in the consumers' minds. In addition, your job is to make sure your brands are available for sale in the right stores and at the right prices. From earlier marketing courses, you know that these constitute three of the four Ps of marketing – Promotion, Place, and Price (the other being Product). But now you need to decide what level of advertising expenditure to allocate to each brand, what communication objectives to assign to the advertising agency, how many salespeople to deploy to sell your brands to different kinds of retail stores, which brands need more and which need less selling, and exactly what price to charge for each brand so that the product will move in the stores and at the same time earn you a desired return on investment.

As Marketing Manager, you are also tasked to monitor the industry and market environment, and ensure that all of the above decisions are made in consideration of market trends and competitors' actions. From previous marketing courses, you were introduced to a variety of marketing research methods and were taught a number of specific forecasting and analytical techniques. But now, your job again, is to decide what kinds of market research studies to perform in order to effectively track changes in the marketplace, how much of your limited budget to spend on market research, how to analyze the research reports and (more importantly) how to incorporate the various consumer study findings and competitive intelligence information into your brand management, promotion, distribution, and pricing decisions. And after factoring the research information into your decisions, you also need to decide how to present projections of the financial outcomes to your senior management so as to convince them that your plans will work (and that they will continue to grant you the budget needed for your marketing activities).

It should now be clear that the practice of marketing in the real business world is about making decisions – endless decisions! And for an inexact science like marketing, decisions are inherently tough. Not only are there no recipes or formulas for coming up with a sure-fire plan, decision making in marketing is also characterized by the presence of many tradeoffs and catch-22 situations. Oftentimes, the information needed for decision making is incomplete and the amount of time you have to work out your options is simply insufficient. Yet, you need to make a choice even though constraints are tight and the outcome is highly uncertain. To add to the challenge, since marketing decisions carry serious financial consequences for the firm and the marketing department is usually a profit center, you as the Marketing Manager are held accountable for the decision outcome whichever way it turns out. In other words, you are answerable to senior management for every decision you make and for every dollar you spend on marketing activities.

The purpose of this course is to prepare you for real world marketing challenges described above. This is an advanced course for undergraduate students specializing in Marketing. Taken in the final semester of your final

year, this course serves to integrate all the concepts and frameworks that you have learned from prior marketing courses. You will address critical decision issues involved in marketing planning at a strategic level, including segmentation and positioning, product development, new market entry, and management of the marketing budget.

In order to gear you up for the role of a Marketing Manager (a position which many of you are aiming – and likely – to hold within five years of graduation), this course provides an experiential learning environment in which you will gain not only an appreciation but also a personal feel for the tasks of strategic marketing planning and decision making. Within this environment, you will learn to become an effective marketing decision maker, one who is capable of minimizing (though not completely removing) much of the uncertainties surrounding marketing decisions through disciplined analysis and prudent judgment. In this course, you do not just read about marketing strategy formulation; you practice it! And you do not just talk strategy recommendation; you execute it (and be accountable for the result of it)!

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Analyze complex marketing situations based on both qualitative and quantitative market research and financial information and then determine solutions and strategies with forecasts of performance outcomes.
ILO 2	Justify marketing actions taken using sound commercial reasoning and with fiscal discipline.
ILO 3	Demonstrate professional behaviour and teamwork skills that are critical for a marketing manager.

Course Content

- The Organizational Context of Marketing Strategy
- Financial & Non-Financial Performance Metrics in Marketing
- Tools for Assessing Marketing Situations •Consumer Insights for Marketing Strategy Decisions
- Marketing Management Accountability, Financial Projections, & Scenario Planning
- Segmentation & Positioning; Role of the Marketing Mix •Continuous Innovation & New Product Development
- Competitive Strategies
- The Role of Pricing in Marketing Strategy
- Turnaround Strategies
- Brand Portfolio Management: Strategic Planning & Resource Allocation

Reading and References (if applicable)

In this course, you will be provided with a Markstrat student handbook and all necessary PowerPoint handouts and supplementary readings via NTULearn. Handouts and readings will be posted on NTULearn during the weekend before each class. You are responsible for printing these materials on your own. There is no assigned textbook for this course.

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	Video Lecture 1: The Job of the Person Responsible for Marketing Strategy Video Lecture 2: Performance Metrics in Marketing Video Briefing 1: Overview of the Markstrat Environment, Financial Metrics, and Team Tasks				Course Introduction Discussion: The Strategic Role of Marketing within the firm & The Nature of Marketing Decision Making Briefing: Overview of the Markstrat Simulation Admin: Team formation Homework 1: Navigating the Markstrat Application Screens; answers due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
2	Video Lecture 3: Assessing Marketing Situations Video Briefings 2 and 3: Market Research Tools in Markstrat				Review: Navigating the Markstrat Application Screens Discussion: Assessing Marketing Situations & Performance Metrics Discussion: Customer Insights for Marketing Strategy Decisions Homework 2: Markstrat Practice Firm Situation Analysis; write-up due by 8pm on Thursday
3	Lesson disrupted by Chinese New Year holiday (make-up e- learning activity to be arranged)				

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
4	Video Briefing 4: Entering Decisions in Markstrat				Review: Markstrat Practice Firm Situation Analysis In- Class Exercise: Practice Decision Entry in Markstrat Briefing: Applied Industry Project by Company Sponsor Practice round decisions due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
5	Video Lecture 5: Marketing Management Accountability & Scenario Planning Video Briefing 5: Scenario Planning & Financial Projections in Markstrat				Debrief: Practice Round results Discussion: Marketing Management Accountabilit y Discussion: Myopia and Biases in Strategic Decisions In- Class Exercise: Scenario Planning & Financial Projections in Markstrat Briefing: Further Instructions and Tips for Markstrat Simulation Period 1 decisions due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
6	Video Lecture 6: Segmentation & Positioning; Role of the Marketing Mix				Debrief: Period 1 results Discussion: Brand Positioning and the Role of the Marketing Mix In-Class Exercise: Perceptual Mapping and Setting Advertising Communicati on Objectives Period 2 decisions due by 8pm on Thursday
7	Video Lecture 7: Continuous Innovation & New Product Development Video Briefing 8: R&D Decisions & Product Development in Markstrat				Debrief: Period 2 results Discussion: Growth Strategies and Continuous Innovation In-Class Exercise: Product Development Planning Period 3 decisions due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	Video Lecture 8: Competitive Strategies				Debrief: Period 3 results Discussion: New Product Launch Strategies Discussion: Competitive Strategies and Competitive Signaling In- Class Exercise: Predicting and Influencing Your Competitors' Moves via Signaling Period 4 decisions due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
9	<p>Video Lecture 9: The Role of Pricing in Marketing Strategy Video Briefing 9: Advanced Market Research Tools in Markstrat Video Briefing 10: Cost- Reduction R&D Projects in Markstrat</p>				<p>Debrief: Period 4 results Discussion: Pricing, Cost- Volume- Profit Analysis, and Consumer Price Sensitivity In-Class Exercise: Applying Regressions Tools and Conjoint Analysis to Product Development Decisions Period 5 decisions due by 8pm on Thursday</p>

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
10	Video Lecture 10: Turnaround Strategies Video Lecture 11: Strategic Planning & Resource Allocation				Debrief: Period 5 results Discussion: Portfolio- Level Resource Allocation and the use of the Growth- Share Matrix Discussion: Crisis Management and Turnaround Strategies In- Class Exercise: Crisis Management for a Weak Brand Period 6 decisions due by 8pm on Thursday
11	Self-Review of Previous Lectures				Debrief: Period 6 results Discussion: What Markstrat hasn't taught you; The Way Forward for Accountable Marketing Management Period 7 decisions due by 8pm on Thursday

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
12	Off-Classroom Activity: “Boardroom Meetings with CEO” via Video Conferencing Planning for Markstrat Final Period Decisions				Period 8 decisions due by 8pm on Thursday
13	In-Class Activity: Final Team Presentations				End of training!

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Markstrat	This Course Is Designed Around A Computerized Marketing Simulation Called Markstrat. Markstrat Is A Powerful, Action-Based Tool For Training Future Marketing Managers. The Software Simulates A Real World Marketplace Environment That Evolves According To The Actions Of Participating Firms. Within Markstrat, Each Firm Owns A Brand Portfolio And Makes Various Decisions To Market The Brands To A Competitive Marketplace. As Players In Markstrat, You Will Work In Teams (As Managers For Simulated Firms) And Make A Series Of Strategic And Operational Marketing Decisions Over The Trimester To Grow And Strengthen Your Product Portfolio. To Add To The Challenge, You Will Compete With Other Teams In The Class For Industry Leadership. As In Real Life, The Marketing Decisions You Make Will Carry Financial Consequences. After Each Decision Cycle, You Will Receive Performance Feedback In Terms Of Your Firm's Profit Figures, Return On Investment Figures, And Share Price. A Standard Decision Cycle Looks Like The Following: Past Period Results & Reports -> Analysis & Deliberations Within Teams -> Finalize & Enter Decisions -> Instructor Runs Simulation -> Results Released To Teams. The goal of this training module is to enable you to put theory into action and to practice making sound business decisions under intense, competitive conditions. The chief advantage of the simulation format is that it tests and challenges your responses (both intellectual and emotional) to constantly evolving marketing situations. You will have to deal with uncertainty, ambiguity, time pressure, and interpersonal conflicts within your team throughout the eight periods. But you will emerge from the training as effective strategists and decision makers capable of undertaking challenging marketing management roles for future employers.
Course Activities	Because of the special nature of this simulation-based course, course activities are highly varied. The course will adopt a “flipped classroom” format in which lectures and technical instructions are delivered online (usually in videos) before class. Classroom time will be used for productive discussions such as mutual sharing of insights into strategic marketing issues and approaches for dealing with decision dilemmas and tradeoffs The bulk of the course activities will consist of executive briefings/debriefs, exercises, team meetings, consultations with the instructor, and applied assignments revolving around Markstrat, both in and outside the classroom (see below).

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Project(Markstrat Competitive Outcome)	1,3	Problem Solving & Decision Making; Planning & Execution	20	Team		
2	Continuous Assessment (CA): Presentation(Final Presentation)	2,3	Acquisition of Knowledge; Oral Communication	10	Individual		
3	Continuous Assessment (CA): Project(Applied Industry Project)	1	Acquisition of Knowledge; Critical Thinking & Creative Thinking	30	Individual		
4	Continuous Assessment (CA): Project(Peer Evaluation)	3	Teamwork & Interpersonal Skills	20	Individual		
5	Continuous Assessment (CA): Assignment(Professional Conduct)	3	Teamwork & Interpersonal Skills	20	Individual		

Description of Assessment Components (if applicable)

* Although the presentation is made in teams, assessment will be done on an individual basis to reflect NBS' emphasis on communication skills training.

** In order to pass this course, you must be assessed on all of the components. In other words, even if you have obtained high grades on some of the assessment components, you will fail the course if you miss out a single assignment.

<http://www.ntu.edu.sg/tlpd/tlr/obtl/4/Pages/41.aspx>

Formative Feedback

Feedback is central to this course. You will receive both written and verbal feedback from me on your performance throughout the course. For the Markstrat simulation, you will be continuously guided by me through arranged consultation sessions on your ability to diagnose complex marketing situations and make marketing decisions that carry financial consequences. You will also receive written feedback on your Team Presentation and Industry Project. For Peer Evaluation and Professional Conduct, you will be counselled by me if your performance deviates from the usual high standards.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
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Course Policy

Policy (Academic Integrity)

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values. As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. On the use of technological tools (such as Generative AI tools), different courses / assignments have different intended learning outcomes. Students should refer to the specific assignment instructions on their use and requirements and/or consult your instructors on how you can use these tools to help your learning. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Policy (General)

As an advanced course in the marketing specialization, this course plays a very important role in integrating your knowledge gained from previous marketing courses and in bridging your prior coursework and your future industry careers. The instructor owes a special responsibility to your future employers to ensure that the course provides the necessary rigour and relevance to support your professional development. Accordingly, you can expect the training to be tough and you should plan on investing amounts of time and energy that are commensurate with the weight of this course.

Policy (Absenteeism)

Full attendance at all scheduled classes (including during the add/drop period) is expected. In addition, since much of your work (especially with regard to the simulation) will occur outside the classroom (in team meetings, consultations with the instructor, etc.), you are also expected to show up for and contribute to all scheduled off-classroom activities. Only under exceptional circumstances (and with valid reasons communicated to both the instructor and your teammates) will non-attendance be excused. If you expect to have to miss a class or team meeting due to another official engagement, you must inform the instructor as well as your teammates in advance. Recurring absences, tardy attendance, and/or uninterested participation will not be tolerated. To encourage students to exercise professional etiquette and personal discipline in class, the course assessment will include a professional conduct component to the course grade.

Policy (Others, if applicable)

Team Formation and Teamwork For the Markstrat simulation, you will work in teams of around 3-4 members. As with real-life business settings, you do not get to choose your colleagues. In keeping with the goal to train you for real-life professional challenges, the instructor will assign you to a team and shall reserve the right to reassign you to any other team at any time. Regardless of whom you team up with and whether you like or don't like any particular team member, you must try to work together as a team and act professionally in all team activities. You will have to learn to work with teammates of different personalities and thinking/working styles, and to deal effectively with interpersonal conflicts as they arise. To recognize active teamwork and responsible team behaviour, the course grade will include a peer evaluation component. **Submissions** The successful implementation of the Markstrat simulation relies heavily on the timely

submission of decision files by all teams. As such, all submission deadlines must be strictly adhered to. Penalties will be imposed for late submissions of simulation deliverables.

Communication Because of the time-sensitive nature of the Markstrat simulation, the instructor needs to maintain close communication with each team, especially when there are problems uploading the decision files submitted by the teams. Although announcements are generally made via email or the NTU Learn course site, the instructor would like each team to provide a list of emergency contact numbers of its members along with a preferred calling sequence in case problems arise. Likewise, students are welcome to call the instructor in case they encounter problems.

Grading In accordance with NTU policy, the instructor will only disclose letter grades (e.g., A, A-, B+, B, B-, C+, etc.) when giving you performance feedback on your assignments. All grades are subject to moderation by the university and school administration, and any grade information revealed to you by the instructor is tentative until you receive your official transcript from the university.

AACSB Assurance of Learning Compliance Nanyang Business School is an Association to Advance Collegiate School of Business (AACSB) accredited institution. As part of the accreditation requirements, we are obliged to keep records of students' accomplishment of learning goals and objectives in all of our courses. Detailed documentation of student performance and learning progress, using proper assessment rubrics, will be made, and the overall achievement statistics will be reported to AACSB. While the standards of assessment in this course will be high, it is expected that student performance and learning levels will be equally impressive given the stringent admissions criteria of Nanyang Business School.

Learning Attitude Ultimately, whether you benefit from taking this course depends on how eager you are to learn and discover new insights. This is not a course where the instructor spoonfeeds you with specific content knowledge. In fact, at this point in your undergraduate program, you would have acquired an adequate knowledge base of marketing principles and concepts. What's new in this course is the process of applying this knowledge to solving a large-scale, strategic-level marketing problem. This process can be frustrating; you may find that despite having been armed with all the conceptual knowledge from previous courses, you still aren't really sure how to make strategic marketing decisions (or even where to begin analyzing a complex marketing situation). But as long as you maintain a positive learning attitude and work hard at figuring out the forces driving the competitive outcomes, and with mutual help from your fellow team members, you will definitely complete the training as a proficient and confident marketer. To that end, the instructor wishes you the best in learning the art and science of strategic marketing planning and decision making!

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