



MKT3401/MKT3701

**Marketing Strategy: Analysis and Practice**  
**Semester I, AY 2019/20** (updated: 5 Aug 2019)

**Instructor:** Dr Jeff Cai, Assistant Professor of Marketing    **Office Hours:** By appointment via email  
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**Graduate Assistant:** Mr Jasper Teow, PhD candidate in Marketing, NUS Business School

**Group A1: Monday, 3-6 pm (BIZ2-0413B)**

**Group A2: Tuesday, 12-3 pm (BIZ2-0202)**

**Group A3: Tuesday, 3-6 pm (BIZ2-0413B)**

*“Marketing takes a day to learn. Unfortunately, it takes a lifetime to master.”*

*– Phil Kotler*

In this course, you will build on your introductory marketing knowledge course acquired from MKT1003. The broad objective of this course is to **master** the **application** of **strategy** towards **marketing** – a key step for pursuing success across many professions.

## **I. COURSE DETAILS**

### **a. Required Course Material:**

Pearson, David. (2014), *The 20 P's of Marketing: A Complete Guide to Marketing Strategy*, Kogan Page Limited.

*There is also a list of articles (appended to this syllabus) that we will examine closely.*

**b. Course Description:** This course builds on the introductory MKT1003 course and aims to develop the analytical skills required of marketing managers. It is designed to help improve skills to apply the learning from the introductory course in an integrative manner including the analysis of marketing situations, identification of market opportunities, and development of marketing strategies. Students are expected to critique existing strategies, propose and defend concise recommendations.

### c. Grading:

Participation during In-Class Activities	5%
Field Assignment (in place of Deepavali and off-in-lieu on 28/10 and 29/10)	5%
Test 1	30%
Test 2	30%
Test 3	30%
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TOTAL	100%

*All tests are closed book and closed notes, and will **comprise solely of short-answered questions**. Students are responsible for all content covered in class lectures.*

## **II. IMPORTANT INFORMATION**

### **a. Active Class Attendance:**

Students are expected to attend every session and participate actively in the discussions. Material covered in class will be on the tests. Course credit is awarded for participation during in-class exercises (another reason to attend class), and will make up 10% of the course grade. Online access (via a laptop or smartphone) is needed for most of these exercises.

### **b. Academic Honesty and Plagiarism**

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

### III. SCHEDULE

Session	Date	Topic
	12/08 (Mon) 13/08 (Tue)	<b>HARI RAYA HAJI AND OFF-IN-LIEU</b>
1	19/08 (Mon) 20/08 (Tue)	<ul style="list-style-type: none"> <li>• Discuss Syllabus; Overview of Marketing Strategy: 5 + 20 = 25 P's</li> <li>• Mintzberg's 5P's for Strategy (Part 1)</li> </ul>
2	26/08 (Mon) 27/08 (Tue)	<ul style="list-style-type: none"> <li>• Mintzberg's 5P's for Strategy (Part 2)</li> <li>• P1: Product (Core)</li> </ul>
3	02/09 (Mon) 03/09 (Tue)	<ul style="list-style-type: none"> <li>• P2: Price (Core)</li> <li>• P3: Placement (Core)</li> </ul>
4	09/09 (Mon) 10/09 (Tue)	<ul style="list-style-type: none"> <li>• <b>Test 1: Mintzberg's 5P's for Strategy + P1-P3</b></li> <li>• Review Test 1; P4: Promotion (Core)</li> </ul>
5	16/09 (Mon) 17/09 (Tue)	<ul style="list-style-type: none"> <li>• P5: Packaging (Core)</li> <li>• P6: Planning (Action)</li> <li>• (Mid-term feedback)</li> </ul>
	23/09 (Mon) 24/09 (Tue)	<b>RECESS WEEK (21/09 to 29/09)</b>
6	30/09 (Mon) 01/10 (Tue)	<ul style="list-style-type: none"> <li>• P7: Persuasion (Action)</li> <li>• P8: Publicity/Public Relations (Action)</li> <li>• P9: Push-Pull (Action)</li> </ul>
7	07/10 (Mon) 08/10 (Tue)	<ul style="list-style-type: none"> <li>• P10: Positioning (Action)</li> <li>• P11: Profit (Measurement)</li> </ul>
8	14/10 (Mon) 15/10 (Tue)	<ul style="list-style-type: none"> <li>• <b>Test 2: P4-P11</b>; Review Test 2</li> <li>• P12: Productivity (Measurement)</li> <li>• P13: Partnership (Measurement)</li> </ul>
9	21/10 (Mon) 22/10 (Tue)	<ul style="list-style-type: none"> <li>• P14: Power (Measurement)</li> <li>• P15: Perception (Measurement)</li> <li>• P16: People (Behaviors)</li> </ul>
	28/10 (Mon) 29/10 (Tue)	<p align="center"><b>DEEPAVALI AND OFF-IN-LIEU</b></p> <p align="center"><b>NOTE: IN PLACE OF CLASS TIME, A FIELD ASSIGNMENT WORTH 5% HAS TO BE SUBMITTED ONLINE BY 2359 HOURS ON 31/10</b></p>
10	04/11 (Mon) 05/11 (Tue)	<ul style="list-style-type: none"> <li>• P17: Positiveness (Behaviors)</li> <li>• P18: Professionalism (Behaviors)</li> <li>• P19: Passion (Behaviors)</li> <li>• P20: Personality (Behaviors)</li> </ul>
11	11/11 (Mon) 12/11 (Tue)	<ul style="list-style-type: none"> <li>• <b>Test 3: P12-P20</b>; Review Test 3</li> <li>• Marketing Ethics; Course Summary</li> </ul>

**Physical class format:** The prescribed time for each session is 3 hours in total. The university requires classes of this length to end 25 minutes before the last hour so that students can get to their next class. Each session will be composed of two halves: the first half is 70 minutes long, followed by a 20 minute break, and then a second half of 65 minutes.

**Electronic class format:** Luminus will be used for announcements, hosting content (e.g., slides) and posting of grades.

## **Appendix: Articles which we may cover in class + Miscellaneous reading**

1. Mintzberg, Henry (1987). "The Strategy Concept I: Five Ps for Strategy." *California Management Review*, 30(1), 11-17. (5P's of Strategy)
2. <https://www.economist.com/business/2016/05/21/the-emporium-strikes-back> (P2)
3. <https://www.economist.com/business/2016/03/12/bavarian-rhapsody> (P2)
4. <https://www.economist.com/finance-and-economics/2016/05/14/a-fare-shake> (P2 and P3)
5. <https://www.economist.com/business/2016/03/10/shops-to-showrooms> (P3)
6. <https://www.economist.com/business/2016/04/16/scales-dropped> (P3)
7. <https://www.economist.com/business/2015/08/27/a-brand-new-game> (P4)
8. <https://www.economist.com/business/2016/03/23/invisible-ads-phantom-readers> (P4)
9. <https://www.economist.com/business/2016/11/10/a-long-road-to-recovery> (P8)
10. <https://media.economist.com/news/business/21693947-german-carmaker-will-escape-its-emissions-scandal-largely-unscathed-bad-news> (P8)
11. <https://www.straitstimes.com/lifestyle/entertainment/top-fashion-brands-streamline-operations-to-boost-production> (P9)
12. <https://www.economist.com/business/2016/03/03/the-appy-trucker> (P12)
13. <https://www.cbsnews.com/news/amazon-starting-deliveries-with-amazon-branded-vans/> (P12)
14. <https://www.straitstimes.com/singapore/log-hub-to-keep-online-commerce-moving> (P12)
15. <https://www.businesstimes.com.sg/startups/grab-will-do-everything-for-south-east-asia-including-saying-no-to-money-says-ceo-anthony> (P13)
16. <https://www.economist.com/business/2016/03/26/taiwan-2.0> (P13)
17. <https://www.economist.com/finance-and-economics/2016/05/05/when-life-gives-you-lemons> (P14)
18. <https://www.economist.com/business/2016/05/05/these-boots-are-made-for-walking> (P14)

19. <https://www.economist.com/business/2016/06/02/thinking-outside-the-box> (P14)
20. <https://www.economist.com/leaders/2016/06/02/between-bentonville-and-bezos> (P14)
21. <https://www.economist.com/business/2016/07/09/invasion-of-the-bottle-snatchers> (P14)
22. <https://www.economist.com/briefing/2017/05/13/the-decline-of-established-american-retailing-threatens-jobs> (P14)
23. <https://www.economist.com/briefing/2017/03/25/are-investors-too-optimistic-about-amazon> (P14)
24. <https://www.economist.com/business/2016/05/28/life-in-the-fast-lane> (P16)
25. <https://hbr.org/2001/01/the-making-of-a-corporate-athlete> (P16)
26. <https://www.economist.com/business/2016/12/03/how-companies-should-treat-their-most-enthusiastic-customers> (P19)
27. Marketing Ethics case: <http://wpweb2.tepper.cmu.edu/ethics/AA/mktg05-case.pdf> (Ethics)