

Module Outline

Module Code	: MKT4761H
Module Title	: SIM: Marketing Strategy & Execution
Semester	: Semester 2, AY 2022/2023
Faculty	: Mr Maurice Tan
Department	: Marketing
Email	: mauricet@nus.edu.sg
URL	: https://bschool.nus.edu.sg/marketing/faculty

Overview

Welcome to the final milestone of your marketing major in your BBA Honours programme at NUS Business School. By now, you would have learned different concepts and theories in the marketing discipline that seems distinct and complete on its own. As the pace of business disruption accelerates from the impact of technology and business model innovation, you may wonder how your curated marketing knowledge remain relevant to the changing product and service landscape you hope to impact as a marketing professional.

This module is designed to bring together the diverse marketing theories and models you have learned into a universal framework practice in business. **Marketing Strategy & Execution** is at the heart of every enterprise's marketing practice. Across all industries and business models, members of every company's Marketing Organizations are expected to own and drive this for the enterprise. In the process, the rest of the company also expect their marketing colleagues to be clear and articulate in demystifying how marketing works to improve business performance.

This module distils and curate the most salient aspects of marketing, how they relate to one another and how marketing connects with other functions of the organization to advance overall business performance. I hope this course arm you with enduring principles distil from industry practice and provides you the master key to unlock your potential to succeed in any industry and settings your marketing career takes you.

Module Objectives

Marketing Strategy & Execution aims to;

- Update the various aspects of Marketing and how they relate to one another
- Explain how Marketing connects with other functions in the organization
- Prepare students for a successful transition from Theory to Practice

Marketing Strategy & Execution will reframe the range of diverse marketing modules offered by NUS Business School and realign the disciplines towards Industry Practice. This will refresh, consolidate and translate 4 years of marketing theories into workplace ready insights and tools that supports the transition of marketing students to future marketing leaders.

General Guide & Reading (e.g. Case preparation guide, project report guide, main textbook & supplementary materials, etc)

The Marketing Environment is evolving faster than any publisher's ability to capture and organize knowledge for the classroom. Successful marketers operate from streams of Real Time industry news feed across diverse sources for insights and market intelligence.

Students will transition from reading Textbook to "reading the market place". What consumer trends are taking place? How brands are responding? What lessons can be leveraged from one industry and applied to another? What sources of information are most useful?

Assessment

Assessment Components	Weightage
Class Participation (Contribution, Quiz & Critique)	15%
Individual Assignments	30%
Group Exercises or Assignments	15%
Group Project (consist of)	40%
- Content (15%)	
- Evaluation by Client Panel (15%)	
- Presentation (10%)	

Class participation

Class participation reflects your engagement, demonstrates understanding and ability to apply key concepts covered in the course. Class participation can take many forms; quality of response in-class or on CANVAS, through quiz, group discussions and thoughtful (written) critique of peer project presentations. Attendance is a critical component of the overall score.

Individual Assignment

- Assignments will be briefed in Lesson 3 and Lesson 7
- All assignments are to be in PowerPoint format, no more than 5 slides. Assignments should be submitted by the communicated deadlines.
- A folder will be created on CANVAS for your assignment submission. Penalty will be imposed for plagiarism.

Group Exercise or Assignment

- Assignments will be briefed in Lesson 4 and Lesson 8.
- All assignments are to be in PowerPoint format, no more than 7 slides. Assignments should be submitted by the communicated deadline.
- A folder will be created on CANVAS for your assignment submission. Penalty will be imposed for plagiarism.

Group Project

Project Membership assignment and briefing is scheduled during Lesson 3. Deadline for Project Submission on CANVAS is due on 28 Mar 2023

In Weeks 11 and 12, you and your team (about 5 students per team) will prepare and present (no more than 15 slides) to our panel of external judges. (17 min presentation with an 8 min Q&A session). All group members need to participate, in the presentation and the Q&A.

Free-riding is strongly discouraged. The University takes a stern view of such behaviour. In instances where groups report severe inequity, a peer assessment form may be used to moderate and alter the final scores of students who free-ride.

Academic Honesty & 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 doubt, you should consult your instructor.

Additional guidance is available at:

- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

About me . . .

Maurice currently holds a portfolio of Senior Advisory and Adjunct Academic roles focusing on Public Healthcare Transformation and Human Capital Development. He serves as Senior Consultant with Ministry of Health Office for Healthcare Transformation advising on Digital Mental Health Solution, Population Health Strategy & Future Primary Care Initiatives. In his Human Capital Development portfolio, Maurice is serving across several academic adjunct, mentorship and board roles in NUS, NTU and SMU. He has curated an expanding teaching platform to connect with undergraduate & MBA students (NUS Business School), Entrepreneurs & Business Owners (NTU-NTC – Enterprise Leadership Program), China Government Officials & Public Sector Leaders (NUS Lee Kuan Yew School of Public Policy) and Health Ecosystem Professionals (NUS Yong Loo Lin School of Medicine).

Maurice was appointment Deputy CEO of HPB from 2018-2021 and served in several high-level cross ministry taskforce and committees under MOH. HPB’s mission is to help Singaporeans increase the quality & years of healthy life and to prevent illness, disability & premature death. During his tenure with HPB, Maurice was responsible for the Promotion Agency role of HPB. He led the planning, development & deployment of HPB’s Public Health services anchored by 10 Divisions across Programs, Outreach, Marketing & Partnership covering Nutrition, Physical Activities, Mental Wellness, Healthy Aging, Health Screening etc. He also spearheaded multiple transformation initiatives, led the redesign of HPB’s Digital Platform (Healthy365 & Health Hub) & launch of LumiHealth App in collaboration with Apple.

In Maurice’s last corporate role, he led the M&A Integration/divestiture effort for Microsoft in Asia. Prior to that, he was helming the role of Managing Director & Senior VP leading P&L for 7 years driving Business Strategy, Operations & Transformation for Microsoft’s Consumer Businesses in China, Hong Kong, Taiwan, Singapore & Maxis’ Telco business in Malaysia.

Earlier in his career, Maurice led many memorable marketing campaigns across diverse industries. His operations, sales & marketing leadership experiences span diverse categories from Fast food, Snack Food, Pet care, Soft Drinks, Mobile Phone, Automotive, and Telecommunication to Technology Hardware & Software in country, regional and global roles.

Maurice’s career journey and expertise is focus on Consumer facing Businesses (and Population Behavioural Intervention in Public Service) within large complex organizations in pursuit of Change & Transformation.

As a NUS Business School alumni, he has been serving as Senior Adjunct Lecturer, Faculty Supervisor for MBA MPs & BBA Honours FSPs, Leadership Mentor (BLDP) and Case Competition Judge. He seeks to impart his insights, experience and empower students with the tools and roadmap to thrive as leaders in the market place. He welcomes students to reach out and connect at [Maurice Tan | LinkedIn](#)

Schedule and Outline

Lesson/ Week	Topic	Activity (preparation / cases & assignments / follow-up readings & resources)
1	Marketing – Hit Refresh	Preparation – Before attending class, students are expected to revise key concepts covered from previous marketing modules taken in year 1, 2 & 3 <u>Lecture & Discussion</u> Course Introduction & Expectations – From Academic framing to Commercial requirements from Marketing
2	Strategy Context I Cross Functional Dynamics	Students will be given 1-2 questions for reflection at the end of Lesson#1 to enable active class participation during Lesson #2 <u>Lecture & Discussions</u> Understand how Marketing Intersect & Impact other functional strategies & processes
3	Marketing Strategy II: Locus & Levelling + Group Project Briefing Individual Assignment Briefing	Industry Guest Speaker Presentation Students to organize into 10 groups of 5 each (assigned) Briefing on Group Project (40%) – due 28 Mar 2023 Briefing on 1st Individual Assignment (15%) – due by 8 Feb 2023 <u>Lecture & Discussion</u> Understand how Marketing Scope varies across Industries & Organization Structure
4	Marketing Strategy in Practice Briefing on Group Assignment	<u>Lecture & Discussion</u> Discuss the 3 Determining Factors of Marketing Practice Group Exercise/Assignment (10%) due by 3 March 2023
5	Marketing Strategy: Development & Deployment	<u>Lecture & Discussions</u> Understand 2 critical phases & success factors in leading Strategy Class Participation / Quiz or Exercise (3%)
6	Marketing Strategy: Transformation & Change Management	<u>1st Half: Lecture & Discussions</u> Understand how to leverage Change as an ally for Marketing <u>2nd Half: Consultation / Check-In</u> -on progress of Group Project (due 28 Mar 2023) -on progress of Group Assignment (due 3 Mar 2023)
	Recess Week	

7	Execution – Theory & Practice	<u>Lecture & Discussion</u> Identifying conditions for success, dependencies & org readiness Guest Lecturer (Industry Professionals) Briefing on Individual Assignment II (15%) due 30 Mar 2023
8	Execution - PIMM Model PLANNING	<u>Lecture & Discussion</u> Introducing PIMM Model & Discuss key Principles in Planning Briefing on Group Exercise/Assignment (5%) due 20 Mar 2023 (Identify & demonstrate cases of strong vs. poor Strategy Execution)
9	PIMM Model: IMPLEMENTATION	<u>Lecture & Discussion</u> Partnership success with Sales, Distribution & Service Organization Class Participation / Exercise (3%) – Roles & Responsibility in Teams
10	PIMM Model: MONITOR & MANAGE	<u>Lecture & Discussion</u> Discuss how business ensure plans are on-track & gaps addressed Class Participation / Exercise (3%) – Dashboard & Review
11	Project Presentation Part 1	1st 5 Groups to Present to judging panel from industry 17min Presentation + 8min Q&A for each group Class Participation (Individual Critique on Presentations - 3%)
12	Project Presentation Part 2	2nd 5 Groups to present to judging panel from industry 17min Presentation + 8 min Q&A for each group Class Participation (Individual Critique on Presentations - 3%)
13	Marketing: Tools, Partnership & People Leadership	<u>Lecture & Discussion</u> Explore and discuss a range of essential considerations in the practice of Marketing Strategy & Executions