

Course Outline

Course Code	: MKT4761F
Course Title	: SIM: Disruption and Marketing
Semester	: Semester 1, AY 2023/2024
Faculty	: Mr Daniel J Buenas
Department	: Marketing
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Office Hours	: Virtual and by appointment

Overview

DISRUPTION IS THE NEW NORMAL

We live in an era of disruption: it is no longer a question of “if”, but a determination of “when” long-held business beliefs, processes or technology are replaced by innovative new approaches that threaten incumbent industry leaders.

Kodak, Nokia and Blockbuster are just a few familiar examples of disrupted firms in the past who were unable to adapt to trends and changes in consumer choice, digital technology and dynamic business models.

In this course, students will learn how disruption is impacting the field of Marketing, and what future marketers should do to prepare themselves for a world of infinite consumer choice, fragmenting media consumption and an analytics-first marketing mindset.

Module Objectives

Students who take this course can expect to:

1. Understand and identify how disruptive strategies drive value creation and growth
2. Learn about how disruption has impacted the current marketing landscape
3. Explore the key concepts around how marketing can be used as a disruptive innovator
4. Apply disruptive principles to real-life business situations

The module will primarily be lecture and discussion based, with cases and real-world examples used to anchor class discussions. Individual and group assignments will reinforce, and extend, concepts learned in class.

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

Recommended reading:

The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators (Jeff Dyer, Hal Gregersen, Clayton M. Christensen)

The Four: The Hidden DNA of Amazon, Apple, Facebook, and Google (Scott Galloway)

The Cold Start Problem: How to Start and Scale Network Effects (Andrew Chen)

Additional reading materials will be announced during the first lesson

Assessment

Assessment Components	Weightage
Class participation	25%
Individual Assignment 1	15%
Individual Assignment 2	15%
Final Presentation (Group)	45%
<i>Consisting of:</i>	
<i>Presentation</i>	20%
<i>Content</i>	25%

Class participation

Class participation plays an important part of demonstrating understanding and application of the core concepts of the course. The focus of class participation is on quality of discussion, not discussion for its own sake. A key element of class participation is attendance, which will be a non-trivial component of the overall score.

Individual Assignment

Assignment 1: Case study on a disrupted industry

Assignment 2: Case on digital marketing

All assignments are to be in report format, no more than 2 pages long, single spacing, excluding charts, tables, references and appendices. Assignments should be submitted before the case discussion in class.

Ensure there is no plagiarism. Anything above 20% duplication will be penalized.

Final Presentation

In Weeks 12 and 13, you and your team (about 5 students per team) will need to apply the principles learned throughout the course by proposing a disruptive product or service and developing a marketing strategy for it. You will have to prepare a report (no more than 15 pages, including charts, tables and appendices), as well as a 15 min presentation with a 10 min Q&A session. All group members need to participate, either in the presentation or the Q&A. The reports and presentations are to be submitted 3 days before the first presentation session in Week 12.

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.

Late Submission Policy

Late submissions will be subject to a 10% grade penalty in the first 24 hours past the submission deadline, and a further 10% penalty every subsequent 24 hours. Submissions more than 3 days past the deadline will be subject to a 50% penalty.

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.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:

"The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University.

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:

1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always, 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 entirely your own work. This is a minimum standard.

Additional guidance can be found at:

Admission Condition: <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>

NUS Code of Student Conduct: <http://nus.edu.sg/osa/resources/code-of-student-conduct>

Academic Integrity Essentials: <https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-4>
Guidelines on the Use of AI Tools For Academic

Work: <https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-3>

About me . . .

Daniel was most recently Director of Strategic Projects and Communications in the Founders' Office at Carousell. Before Carousell, he spent five years at Google as APAC head of competitive and market intelligence and head of operations for Recruiting Enablement.

Daniel also spent over a decade in strategy, corporate development and analytics roles at Singapore Press Holdings. He began his career as a business journalist covering economics and politics.

Daniel holds two undergraduate degrees in computer science and management from Seattle University, and an MBA from the University of Cambridge Judge School of Business.

Schedule and Outline (Subject to change)

Week 1	<p>Defining Disruption</p> <p>What is Disruption? How have companies been disrupted in the past?</p>
Week 2	<p>Disruption and the Incumbent's Dilemma</p> <p>What is the Incumbent's Dilemma and why do firms find it hard to adapt to disrupting competitors?</p>
Week 3	<p>Disruption and Innovation - Two Sides of the Same Coin</p> <p>How have firms harnessed the power of innovation to craft winning strategies to disrupt their fields? Why is disruption happening more rapidly?</p>
Week 4	<p>Marketing in the Age of Disruption</p> <p>How have the principles of disruption impacted the field of marketing? What are the key disruptive trends and how is the industry responding from the perspective of the marketing 4Ps?</p>
Week 5	<p>Guest Speaker and Case Study 1 Guest speaker: Business Leader from a disrupted/disruptive industry</p> <p>Groups to discuss an industry, company or process that fits into the disruption framework</p> <p>Hand in Assignment 1 before Case Discussion</p>
Week 6	<p>Group Consultation Sessions</p> <p>Please attend your allotted time slots</p>

Recess week

- Week 7** **The Old Guard (OG) Digital Channels**
- Understand the current state of the digital marketing ecosystem, the major players and the mainstream alternatives
- Week 8** **The New Digital**
- Understand the opportunities and challenges presented by the rise of social media
- Week 9** **Guest Speaker and Case Study 2**
- Guest speaker: Speaker from a disrupted/disruptive industry
- Hand in Assignment 2 before Case Discussion
- Week 10** **New technologies and Marketing**
- How Generative AI, BlockChain and other emerging technologies are impacting the field of marketing
- Week 11** **The Future of Marketing**
- What does the future of marketing look like?
- Week 12** **Final group presentations - Part 1**
- All groups to hand in reports and presentations by Wed 6.30 pm
- Week 13** **Final group presentations - Part 2**