

Course Outline

Course Code : MKT3701A
Course Title : Marketing Strategy: Analysis and Practice
Semester : Semester 1, AY 2026/2027
Faculty : Dr. Fei TENG
Department : Marketing
Email : fei.teng@nus.edu.sg
URL : <https://discovery.nus.edu.sg/29499-fei-teng>

Overview

This course is the second in your marketing sequence, building on Principles of Marketing. You already know the 4Ps, Product, Price, Place, and Promotion, as the levers of marketing. This course takes the next step: marketing strategy is not any single action, but a consistent set of choices across all four that fit together to create and capture value.

We approach strategy from a resource-based view: a good strategy leverages a firm's distinctive resources and fits with the external environment, and the 4Ps emerge as the expression of that underlying logic. From this angle we will examine what makes a strategy coherent, and how Segmentation, Targeting, and Positioning (STP) connect into a holistic view of value creation and value capturing. We also consider the dynamic side of strategy, looking at how resources develop over different stages of a firm and how firms adapt as the external environment evolves, facing both challenges and opportunities along the way. In particular, we examine how firms are responding to the recent rise of AI.

The course is case-driven. We run several major case discussions in class and use many shorter cases and examples throughout each session to ground the frameworks in real decisions. You will also do some light analytics in class, but no coding is required. We will use GenAI tools (ChatGPT, Claude, etc.) to carry out the analysis, so the focus stays on judgment: applying the framework, framing the question, and reading the output.

Course Objectives

By the end of this course, you will be able to

- Apply the resource-based view and think about marketing strategy as an integrated whole
- Connect resource-based view to STP
- Critically analyze real-world business cases
- Conduct simple marketing analytics with GenAI tools
- Communicate strategic recommendations clearly in writing and in presentations

Assessment

Your final grade will be based on both individual and group work. The grading policy is as follows:

Assessment Components	Weight
A. Class participation	30%
B. Case Writeup	30%
C. Group Project Report	20%
D. Group Project Presentation	20%

A. Class Participation

Your class participation grade is based on attendance and participation (e.g., engagement in case discussion, in-class labs). You are expected to attend every class session. Missing classes without excuse will negatively affect your grade. **Phones are strictly prohibited from class; please silence them and put them away before each class.**

You are encouraged to speak in class. There are no silly questions or bad comments. You should view class participation as an opportunity to both ask questions to enhance your understanding of the material and suggest examples that demonstrate such understanding. For the ease of grading, please have a name tent put in front of you.

B. Case Writeup

You'll submit 2 case writeups over the course of the semester; check the course schedule for which sessions they're tied to. Please submit your responses on Canvas before each of those sessions. The goal of the writeup is to encourage you to read and think through the case before class, so you can get the most out of our discussion together. You are encouraged to discuss the case with your classmates prior to the class.

C & D. Group Project (Report + Presentation)

Throughout the course, you will work on a group project with your classmates. Together, you will select a company and *use the frameworks and analytical tools introduced in class* to explore one or more of the following questions:

- How did the company emerge?
- How has it evolved, adapted, or perhaps struggled over time?
- What recommendations would you make for its next steps?

At the end of the course, each group will submit a final report and present the analysis and insights during the last class sessions. *Every team member should participate in the presentation.* The presentation grade

will be based on both the quality of the analysis, as well as how effectively the presenter communicates the insights, responds to questions, and engages in discussion. More details about the project will be shared in class.

General Guide & Reading

- **Slides:** Slides will be posted on Canvas before class. Note that the slides include only selected content covered in class and do **not** replace attendance or active note-taking.
- **Readings:** This class draws upon a reading list that contains cases and background articles. All reading materials will be posted on Canvas.

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.

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. In case of any doubts, you should consult your instructor.

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>

TENTATIVE SCHEDULE

Session	Topic	In-Class Activity	Assignment
1	Introduction		
2	The Resource-Based View of Strategy	Case: Nintendo	Please read the case before class; no writeup needed
3	Strategy as an Integrated Set of Choices	Case: CarMax	CarMax Case Writeup Due
4	Identify Key Resources for Segmentation and Targeting	Lab: Clustering	
5	Behavior-Based Segmentation and Targeting, Customer Management		Project Proposal Due
6	Leveraging Existing Resources for Positioning	Lab: Factor analysis and perceptual mapping	
7	Dynamic Consistency: Challenging Competitive Advantage	Case: Uber	Uber Case Writeup Due
8	AI Strategy		
9	Pricing Strategy	Lab: Pricing simulation and optimization	
10	Guest Lecture (Date and Time TBD)		
11	Project Presentation		
12	Project Presentation		
13	Deepavali - No Class		Project Report Due

** The schedule and content is tentative. The instructor reserves the right to change the course outline.*