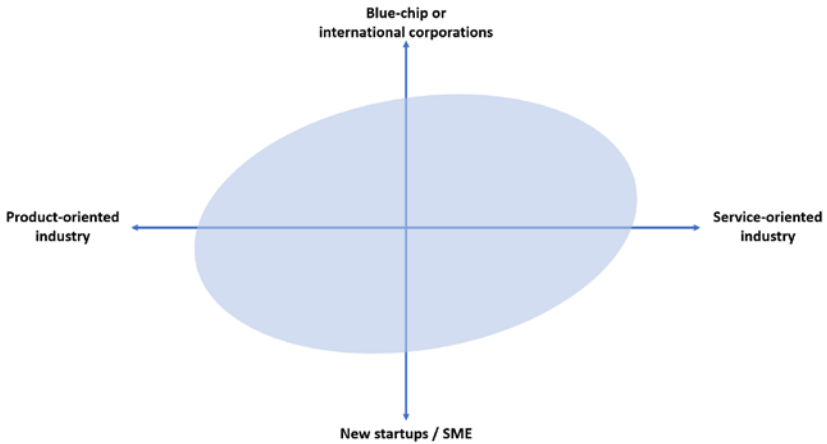


Subject Code	MM5851
Subject Title	Marketing Innovation and Industry Leadership
Credit Value	3
Level	5
Normal Duration	1 semester
Pre-requisite/ Co-requisite/ Exclusion	Pre-requisite: Marketing Management (MM576)
Objectives	<p>This course is designed to deepen students' understanding of the strategic importance and practical application of marketing across organizations at various stages of development—from innovative start-ups and dynamic SMEs to established blue-chip corporations. Students will explore how marketing serves as a critical driver of growth, differentiation, and industry leadership, adapting strategies to meet the unique challenges and opportunities faced by companies at different points in their lifecycle.</p> <p>A key objective of the course is to bridge the gap between academic theory and real-world practice. Students will have the opportunity to engage directly with experienced marketing professionals and industry leaders, gaining first-hand insights into how fundamental marketing principles are applied to solve complex business problems and foster innovation.</p> <p>Through interactive sessions, case studies, and practitioner-led discussions, students will enrich their knowledge beyond traditional textbooks, developing a nuanced appreciation for the evolving role of marketing in shaping competitive advantage and organizational success.</p> <p>By the end of the course, students will be equipped to:</p> <ul style="list-style-type: none"> • Recognize and articulate the strategic role of marketing in driving innovation and industry leadership across diverse organizational contexts. • Apply core marketing concepts and frameworks to address real business challenges at different stages of company development. • Critically evaluate marketing strategies employed by practitioners, drawing lessons from their experiences and best practices. • Develop the skills and mindset necessary to lead marketing innovation and contribute meaningfully to the success of organizations in a rapidly changing business environment. <p>This subject contributes to the achievement of the MSc MM Programme Outcome 1 (Understand the principles and practices of management, marketing, and ethics, and develop entrepreneurship to apply theories to solve business issues that are increasingly affected by technologies.) by fostering a deep understanding of management, marketing, and ethical principles, and by nurturing entrepreneurial thinking to address business challenges in a technology-driven environment.</p>
Intended Learning Outcomes	<p>Upon successful completion of this subject, students will be able to:</p> <ol style="list-style-type: none"> a. Draw inspiration from experienced professional practitioners, gaining insights into effective leadership styles and management skills, and understanding how real business challenges are

	<p>addressed through viable business strategies and innovative marketing actions.</p> <ul style="list-style-type: none"> b. Gain exposure to a diverse range of industries, enabling them to analyze market dynamics, anticipate future trends, and enhance their ability to create and deliver superior customer value for more effective marketing planning. c. Appreciate and critically assess the unique challenges corporations face in maintaining competitiveness and business performance within an evolving marketing landscape, with a focus on strategies that drive desirable consumer behavior and foster customer loyalty. d. Immerse themselves in real-world business contexts, applying theoretical knowledge and analytical skills to evaluate the operations of selected corporations, while cultivating an entrepreneurial mindset and practical problem-solving abilities. e. Develop a holistic perspective on the macroeconomic factors influencing the global economy, and learn to be agile and resilient in identifying and pursuing new opportunities for business development across various industries.
Subject Synopsis/ Indicative Syllabus	<p>This subject is designed to bridge the gap between academic theory and real-world business practice, offering students a unique opportunity to engage directly with senior business leaders from a diverse array of industries. Moving beyond the traditional guest lecture format, this course adopts an interactive, student-centered approach that positions students as active facilitators of learning.</p> <p>Prior to each session, students will conduct in-depth research on the featured industry and corporation, equipping themselves with the knowledge necessary to engage meaningfully with C-suite executives and senior marketing leaders. This preparatory work enables students to formulate insightful questions and facilitate robust discussions that delve into the most pressing and complex challenges facing each organization.</p> <p>Through this process, students will develop critical thinking, analytical, and communication skills, while gaining first-hand exposure to the realities of strategic marketing leadership.</p> <p>Over the course of the subject, six to eight distinguished senior executives from a broad spectrum of sectors—including technology, finance, retail, healthcare, hospitality, manufacturing, and more—will be invited to share their expertise and perspectives. Each session will focus on the unique market dynamics, competitive pressures, and innovation imperatives shaping their respective industries. Students will explore how marketing strategies are crafted and adapted to drive growth, foster customer loyalty, and sustain competitive advantage in rapidly evolving environments.</p> <p>Key topics and activities include:</p> <ul style="list-style-type: none"> • Industry and Corporate Analysis: Systematic study of industry trends, market forces, and organizational structures to understand the context in which marketing decisions are made. • Strategic Marketing Leadership: Examination of leadership styles, decision-making processes,

	<p>and the role of marketing in shaping corporate vision and direction.</p> <ul style="list-style-type: none"> • Critical Issue Interrogation: Facilitated, in-depth discussions with executives on the most urgent and complex challenges their organizations face, with a focus on marketing innovation, digital transformation, customer engagement, and brand management. • Applied Learning and Reflection: Integration of academic theories with practical insights gained from executive interactions, enabling students to reflect on the application of marketing principles in diverse business contexts. • Cross-Industry Perspectives: Comparative analysis of marketing practices and strategic priorities across different sectors, highlighting both universal principles and industry-specific nuances. • Professional Development: Enhancement of students' abilities to communicate effectively with senior leaders, ask probing questions, and synthesize information from multiple sources to inform strategic recommendations. <p>By the end of the course, students will have developed a nuanced appreciation for the strategic role of marketing in driving innovation and industry leadership. They will be equipped with the skills and perspectives necessary to navigate complex business environments and contribute meaningfully to organizational success in their future careers (please refer to the chart below for the coverage of various industry sectors).</p> 
<p>Teaching/Learning Methodology</p>	<p>This subject adopts an immersive and interactive teaching approach, alternating between lectures and guest speaker sessions across thirteen weeks. The course begins with an orientation on marketing innovation in today's rapidly evolving marketplace, setting the stage for a series of six to eight in-depth seminars featuring distinguished speakers from a diverse range of industries and backgrounds.</p> <p>Each seminar session is structured into three integrated components, each lasting approximately one hour:</p> <ol style="list-style-type: none"> 1. Executive Insights: The session opens with a guest speaker sharing their professional journey, leadership philosophy, and firsthand experiences in addressing real-world business challenges.

	<div>2. Collaborative Engagement: In the second hour, students take an active role in moderating the discussion. Guided and supported by the instructor, they engage the speaker with probing questions, facilitate dialogue, and critically examine the issues presented. This collaborative discourse encourages students to think strategically, communicate effectively, and deepen their understanding through direct interaction.</div> <div>3. Forward Planning: The final hour is dedicated to preparing for the next seminar. Students exchange perspectives, synthesize key learnings, and collaboratively develop a discussion framework for the upcoming guest speaker, ensuring each session builds upon the last and maximizes cumulative learning.</div> <div>This total immersion model ensures that students are not passive recipients but active participants in every seminar. By engaging directly with seasoned executives, students are exposed to a variety of leadership styles and strategic approaches, gaining inspiration and practical insights into how leaders drive organizational success and innovation.</div> <div>To consolidate their learning, students are required to complete an individual reflective paper. This assignment encourages them to articulate their key takeaways from the guest sessions, critically assess how these insights can inform their own leadership development, and formulate a strategic mindset applicable to their future careers. This reflective process bridges theory and practice, empowering students to translate classroom experiences into actionable leadership skills in the workplace.</div>																																														
Assessment Methods in Alignment with Intended Learning Outcomes	<table><tr><th rowspan="2">Specific assessment methods/tasks</th><th rowspan="2">% weighting</th><th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th></tr><tr><th>a</th><th>b</th><th>c</th><th>d</th><th>e</th><th></th></tr><tr><td>Continuous Assessment*</td><td>100%</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>1. Class attendance, participation and contribution</td><td>10</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr><tr><td>2. Moderate and facilitate the interaction and discussion with the guest speaker based on the research conducted about the concerned industry and corporation</td><td>10</td><td>✓</td><td>✓</td><td>✓</td><td></td><td></td><td></td></tr><tr><td>3. Write up an individual post-</td><td>10</td><td></td><td>✓</td><td>✓</td><td></td><td>✓</td><td></td></tr></table>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		Continuous Assessment*	100%							1. Class attendance, participation and contribution	10	✓	✓	✓				2. Moderate and facilitate the interaction and discussion with the guest speaker based on the research conducted about the concerned industry and corporation	10	✓	✓	✓				3. Write up an individual post-	10		✓	✓		✓	
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3. Write up an individual post-	10		✓	✓		✓																																									

	seminar essay that summarizes how the seminar and the interaction with the speaker (to choose from one or up to three seminars) have reinforced and enhanced the learning and understanding of marketing management							
4.	Mid-Term test (individual assessment)	20				✓	✓	
5.	Final case review and write-up (group assessment)	50				✓	✓	
Total		100 %						

**Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

To pass this subject, students are required to obtain Grade D or above in the overall subject grade.

Assessment Methods and Their Appropriateness

The assessment methods for this subject are carefully designed to align with and effectively measure the intended learning outcomes. They encourage students to engage deeply with both theoretical concepts and practical applications, fostering critical thinking, analytical skills, and reflective practice. The assessment components include:

- Critical Analysis of Issues and Concepts:**
 Students are required to consider and analyze key issues and concepts presented in lectures, demonstrating their ability to synthesize information and apply theoretical frameworks to real-world scenarios.
- Independent Research and Reading:**
 Students are expected to conduct thorough research on the backgrounds of guest speakers, as well as their respective corporations and industries. This preparation enables students to effectively lead the interactive sessions, taking on the role of moderators and facilitating meaningful, insightful discussions.
- Evaluation of Alternative Approaches:**
 Through assignments and class discussions, students are encouraged to appreciate and critically evaluate alternative

	<p>approaches, perspectives, and theories for addressing strategic marketing challenges. This nurtures open-mindedness and the ability to adapt to complex business environments.</p> <ul style="list-style-type: none"> • Reflective Thinking and Practice: Students undertake critical reflection on new ways of thinking and innovative strategies in brand management and marketing leadership. Reflective assignments, such as individual papers, enable students to connect academic learning with personal and professional development. • Active Engagement with Guest Speakers: Students interact directly with guest speakers, engaging in meaningful dialogue based on the content shared. This interaction not only enhances their understanding of industry practices but also develops their communication and analytical skills. <p>Feedback and Continuous Improvement Immediate feedback is provided to students following their presentations, fostering a culture of continuous learning and improvement. All students are encouraged to participate in post-presentation discussions, allowing them to benefit from peer and instructor insights, clarify their understanding, and further refine their analytical and communication abilities.</p> <p>Overall, these assessment methods are well-suited to evaluate students' mastery of the subject matter, their ability to apply knowledge in practical contexts, and their development as reflective, strategic, and innovative marketing professionals.</p>	
Student Study Effort Expected	Class contact:	
	▪ Seminars	20 Hrs.
	▪ Self-reflection and post-seminar reviews and discussions	10 Hrs.
	Other student study effort:	
	▪ Preparation for seminars and development of discussion guide	40 Hrs.
	▪ Research and discussion on marketing innovation and how companies remain resilient in changing operating environment	35 Hrs.
	Total student study effort	105 Hrs.
Reading List and References	<p>Appel Andrew, Pradeep AK, and Sthanunathan Stan (2018), <i>AI for Marketing and Product Innovation: Powerful New Tools for predicting Trends, Connecting with Customers, and Closing Sales</i>, Wiley.</p> <p>Chan, Kim and Mauborgne, Renee (2017), <i>Blue Ocean Shift: Beyond Competing – Proven Steps to Inspire Confidence and Seize New Growth</i>, Hachette Books</p>	

	<p>Chan, Kim and Mauborgne, Renee (2015), <i>Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant</i>, Harvard Business Review Press</p> <p>Koelzer, Tim and Kurth, Kristin (2021), <i>Upstream Marketing: Unlock Growth Using the Combined Principles of Insight, Identity, and Innovation</i>, Schiller Place Press</p>
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July 2025