COURSE OBJECTIVE

This course introduces the conceptual underpinnings and operational facets of marketing with a primarily consumer (as opposed to an industrial) focus. **Prerequisite:** ECON 1A06 or 1B03 and registration in any Commerce, Engineering and Management or Honours Business Informatics program; or a grade of at least B- in one of ECON 1A06, 1B03, 2G03, 2X03, and registration in any four or five-level non-Commerce program. Enrolment for students in the Business Minor will be limited to forty spaces on a first-come, first-served basis. Note that all prerequisites for these courses must also be satisfied.

INSTRUCTOR INFORMATION

<table>
<thead>
<tr>
<th>Dr Ambika Badh</th>
<th>TA - TBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email – <a href="mailto:badha@mcmaster.ca">badha@mcmaster.ca</a></td>
<td></td>
</tr>
</tbody>
</table>

Course Elements

- Credit Value: 3
- Leadership: Yes
- IT skills: Yes
- Global view: Yes
- Avenue: Yes
- Ethics: Yes
- Numeracy: Yes
- Written skills: Yes
- Participation: Yes
- Innovation: Yes
- Group work: Yes
- Oral skills: Yes
- Evidence-based: Yes
- Experiential: Yes
- Final Exam: Yes
- Guest speaker(s): Yes

DESCRIPTION

Marketing is the core business function: it is the process by which individuals and organizations get what they need or want by creating and exchanging goods, services or anything of value with others. You will be introduced to the marketing environment and the forces (namely social, economic, regulatory, competitive, and technological) that affect decision-making. As well, the importance of global marketing and ethical decision-making will be reviewed.

During this course, students will learn about the 4Ps of marketing: product, price, promotion, and place. The philosophy of the course is: *fundamentals, today*. While the focus will be on the
fundamentals of marketing (i.e. theory), integrated throughout the course you will be exposed to tools, strategies, and industry examples of how those fundamentals are applied today. Marketing is rapidly changing with the advent of new technologies and changing expectations, how best a business can adapt to those changes may dictate their future success.

The fundamentals and recent concepts learned over the term will be integrated in your group work submissions. This exposure will give you an appreciation of Marketing as it is really practiced and it will be the foundation for future marketing courses. It is through this group work that you will develop and experience some of the course elements such as participation, leadership, numeracy, oral skills, written skills, and IT skills.

**LEARNING OUTCOMES**

Upon completion of this course, students will be able to complete the following key tasks:

1. Understand the principles, techniques, and terms used by marketing practitioners;
2. Formulate a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as it applies to your chosen industry and company, within the Canadian marketplace;
3. Write business reports that integrate your research and analysis;
4. Apply ethical principles and practices in marketing research; and
5. Develop your time management, organization, communication (both oral and written), and research skills while working in a team.

**REQUIRED COURSE MATERIALS AND READINGS**

- Contemporary Marketing (including access to MindTap 6 months), 4th E
  Boone, Kurtz, Mackenzie, Snow
  purchase a copy at the bookstore (ISBN: 9780176622145)

- Course Website: [http://avenue.mcmaster.ca](http://avenue.mcmaster.ca)

**EVALUATION**

All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

**Components and Weights**

<table>
<thead>
<tr>
<th>Component</th>
<th>Due Date</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm</td>
<td>27th Feb (to be finalized)</td>
<td>30%</td>
</tr>
<tr>
<td>Final Exam (Cumulative)</td>
<td>(Date and Schedule to be determined by office of registrar)</td>
<td>40%</td>
</tr>
<tr>
<td>Team Contract</td>
<td>Due Class #10</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Report One</td>
<td>Feb 10th</td>
<td>10%</td>
</tr>
<tr>
<td>Report Two</td>
<td>March 9th</td>
<td>15%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>Achieved throughout the course through class discussions and in-class assignments</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>100%</strong></td>
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</tr>
</tbody>
</table>

**NOTE:** The instructor reserves the right to modify these weightings during the semester; dates are tentative.

**NOTE:** Each Report is due in the wooden box outside of DSB 203 by its 12:30 pm deadline. A 25% penalty will apply to any late Report within the first 24 hours following the deadline; after this the mark will be zero.

**NOTE:** The use of a McMaster standard calculator is allowed during examinations in this course. [http://www.Lmcmaster.ca/policy/Students-AcademicStudies/examinationindex.html](http://www.Lmcmaster.ca/policy/Students-AcademicStudies/examinationindex.html)

**Grade Conversion**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>PERCENT</th>
<th>LETTER GRADE</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90 – 100</td>
<td>C+</td>
<td>67 – 69</td>
</tr>
<tr>
<td>A</td>
<td>85 – 89</td>
<td>C</td>
<td>63 – 66</td>
</tr>
<tr>
<td>A-</td>
<td>80 – 84</td>
<td>C-</td>
<td>60 – 62</td>
</tr>
<tr>
<td>B+</td>
<td>77 – 79</td>
<td>D+</td>
<td>57 – 59</td>
</tr>
<tr>
<td>B</td>
<td>73 – 76</td>
<td>D</td>
<td>53 – 56</td>
</tr>
<tr>
<td>B-</td>
<td>70 – 72</td>
<td>D-</td>
<td>50 – 52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>00 – 49</td>
</tr>
</tbody>
</table>

**Communication and Feedback**

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential email to the respective Area Chair Dr. Ruhai Wu (wuruhai@mcmaster.ca) or the Associate Dean Dr. Emad Mohammad (mohde@mcmaster.ca).

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. (Your Avenue account is not the same as your McMaster email account.) This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

An informal course review will be conducted with students by Week #6 to allow time for modifications in curriculum delivery. This will be fully confidential; details will be provided at that time.
Your instructor will provide evaluation feedback for at least 10% of the final grade to students by Week #8 in the term.

Students who wish to have a course component re-evaluated must complete the following form: [http://www.mcmaster.ca/policy/Students-AcademicStudies/Form A.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/Form A.pdf)

In order for the component to be re-read:
- the component must be worth 10% or more of the final grade in the course
- students pay a fee of $50 in Gilmour Hall #209 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 104
- the Area Chair will seek out an independent adjudicator to re-grade the component
- an adjustment to the grade for the component will be made if a grade change of three points or greater on the 12 point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair
- if a grade change is made, the student fee will be refunded
**Exams (70%)**

Exams consist of objective type questions that will include theory- and application-based questions. You are responsible for all course content which includes lectures, speakers, and class discussions. Attending class and active participation in the class will be important to fully understand concepts.

The midterm and the final exam are of two hours in length. Other exam details will be communicated in class.

Your student card must be brought to each exam and presented before entering the room. **No student card, no entry.** Coats, vests, hats, pullovers, pencil cases, and bags must be deposited in the room before you are seated by the invigilator. Keep your electronic devices (e.g., calculators, computers, and cell phones) at home.

Walking down the aisle, you should carry only a few items: pencils, an eraser, your student card, and your wallet. Be aware that McMaster University is not responsible for any missing items. No food or drinks are permitted unless it is for Academic Programs Office-approved medical reasons. If you require such accommodation, contact your Instructor one week prior to the exam to notify her so that appropriate accommodations can be made.

**Class Participation (5%)**

Instructors will make special efforts to know as many 2MA3 students as quickly as possible. Class participation accounts for 5% of the final grade. Active participation contributes to the quality of the learning experience for all. Regular class attendance is a necessary but not sufficient condition for participation (i.e. if you do not attend class, it becomes impossible to participate). Throughout the semester in class activities will be carried which will contribute towards the participation grade. The quality, frequency and consistency of student in-class oral contributions will also be considered.

**Allen H. Gould Trading Floor (GTF) Seminar:**

The purpose of this limited seating, fifty-minute seminar is to illustrate how to use the software when gathering secondary research for your group work. Arrive on time. If you are late, you will not participate in the session. Dates for participation in these seminars will be provided by the instructor in the class.
GROUP WORK: DETAILS ARE POSTED ON AVENUE

You will form a group of five students within your registered section.

A. Team Contract (0%)
When creating your Team Contract, follow the content and formatting requirements posted on Avenue. Take the Team Contract seriously as it will set out the group’s expectations throughout the term.

B. Report One (10%)
As a start, you need to choose a Canadian industry, and a Canadian company that operates within this industry. (Or, you can choose a Canadian company first and then find the industry in which it operates.) The industry will incorporate all of the companies and activities, as defined by the NAICS or SIC code, and it must include at least three competitors. The company must primarily focus on business-to-consumer market activities. Base your choice on the following: (1) the availability of data; (2) the application of research techniques; and (3) your group interest. Exclusions will be discussed in class. You are discouraged from choosing a private company.

The report should be formatted using the following sections:
   i. Introduction
   ii. Canadian Industry Description and Analysis
   iii. Company Description and Analysis
   iv. Company Strengths and Weaknesses (one of each)
   v. Conclusion

C. Report Two (15%)
(Based on same industry/company in Report One) The first component of this Report should highlight the strongest trends that are impacting the overall Canadian industry identified in Report One. Be sure to not mention any individual companies as support for the existence of an industry trend. The second component will take advantage of all the information gathered to date from Report One and the trend analysis being conducted for Report Two. Here, your group will develop the Marketing Mix Strategy for one aspect of the products/services your Canadian company offers, based on the analysis of all the information gathered to date. The Marketing Mix will describe the 4Ps (See page 45 of your text book: The Marketing Mix for guidance on completing this section). Report Two contains two required components;
   i.) Environmental Trend Analysis: PESTEL
   a. Political Opportunity and Threat
   b. Economic Opportunity and Threat
   c. Social Opportunity and Threat
   d. Technological Opportunity and Threat
   e. Environmental Opportunity and Treat
   f. Legal/Regulatory Opportunity and Threat

   ii.) Marketing Mix Strategy
   a. Product Strategy
b. Place Strategy

c. Promotional Strategy

d. Pricing Strategy

**Marking Scheme for Both Reports**

Each group will receive a maximum of 25% [Report 1-10%; Report 2- 15%] of final grade. At the Instructor’s discretion, group members may be required to evaluate their personal performance and the performance of every individual and group. Working in a group can be simultaneously rewarding and challenging both in a university and work setting. Group members will become experienced in managing the group dynamic, workflow and output. It is not unusual in practice that some group members contribute much more than others. Some individuals may contribute little. The mechanism for peer evaluation will be outlined by each Instructor, in class.

**Report 1 [to a maximum of 10% of final grade]**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format/Clarity</td>
<td>20%</td>
</tr>
<tr>
<td>Research</td>
<td>40%</td>
</tr>
<tr>
<td>Research Analysis and Conclusions</td>
<td>40%</td>
</tr>
</tbody>
</table>

**Report 2 [to a maximum of 15% of final grade]**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format/Clarity</td>
<td>15%</td>
</tr>
<tr>
<td>Component 1-</td>
<td>40%</td>
</tr>
<tr>
<td>Component 2 -</td>
<td>45%</td>
</tr>
</tbody>
</table>

The two reports are designed to help students develop expertise in [a] conducting research and exacting relevant conclusions from the research and [b] analyzing a company's current marketing plan and competitive market position. The second report [15% of the student's final grade] will help assess what the student has learned during the course. The second report seeks the student to demonstrate skills in the areas of observation, communication and recommendation/creative thought.

**Report Formatting**

All submitted group work must be typed (except for the Group Log), include a Title Page, and reflect the formatting expectations. Specific requirements for your submissions (e.g., Title Page, Team Contract, and Reports) will be discussed in the class and you are expected to incorporate these requirements (Refer to avenue for formatting guidelines, Team contract format, group log format and peer evaluation format)
Referencing
The Citation Guide (based on the Chicago Manual of Style, 16th Edition) outlines how to format course Reports. You are required to use this document as it is the only acceptable format, and you will be graded accordingly. For example, a Report with footnotes will not be marked as the required format requires endnotes. Where a phone number is required, random calls will be made to confirm participation. Please notify your interviewees that they may be receiving a call.

GROUP LOG (TO BE INSERTED, NOT BOUND, IN REPORT TWO): REVIEW AVENUE

You are encouraged to fill in the group members’ names and to make photocopies of this page. You need to complete a page at the end of each meeting. It should keep you informed of the progress and contribution of each member over the term.

A penalty will be applied to Report for any of the following: (1) late Group Logs; (2) incomplete Group Logs; and / or (3) a missing typed and stapled Title Page

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

ONLY IF APPLICABLE

In this course we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who
does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to;

www.mcmaster.ca/academicintegrity

**LANGUAGE FOR USE IN COURSES WITH AN ON-LINE ELEMENT**

In this course we will be using X*. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure please discuss this with the course instructor.

X* = e-mail, LearnLink, WebCT, web pages, capa, Moodle, ThinkingCap, etc

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**REQUESTING RELIEF FOR MISSED ACADEMIC WORK**

1. Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

   a) for absences from classes lasting up to three (3) days; or
   b) for absences from classes lasting more than three (3) days.
   c) for conflicts arising from Student Experience - Academic Office approved events

   a) For absences from classes lasting up to three (3) days
   Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than 25% of the course weight. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course. Details are described below.

   If the value of the component is worth 25% or more, students must report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF: [http://academiccalendars.romcmaster.ca/content.php?catoid=13&navoid=2208#Requests_for_Relief_for_Missed_Academic_Term_Work](http://academiccalendars.romcmaster.ca/content.php?catoid=13&navoid=2208#Requests_for_Relief_for_Missed_Academic_Term_Work)
b) **For absences from classes lasting more than three (3) days**

Students cannot use the MSAF. They MUST report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the Student Experience – Academic Office and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

c) **For conflicts arising from Faculty Office approved events**

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroote Missed Course Work Policy for a list of conflicts that qualify for academic accommodation [http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/](http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/)

Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation.

Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

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**Policy for Approved Missed Academic Work**

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test and an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience – Academic Office, will have the weight of the missed work reallocated across other course components. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension for the assignment. Please note, the student will ultimately be required to submit the assignment.
**STUDENT ACCESSIBILITY SERVICES**

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca

For further information, consult McMaster University’s Policy for Academic Accommodation of Students with Disabilities;


**POTENTIAL MODIFICATIONS TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

**RESEARCH USING HUMAN SUBJECTS**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

http://www.pre.ethics.gc.ca

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University’s research ethics guidelines:

http://reo.mcmaster.ca/
Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You MUST respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

**COURSE WEBSITE: AVENUE**

Review Avenue daily as it will be used to communicate important information.

**PLACES TO GET HELP WITH YOUR WORK**

Attend class regularly and contact your Instructor if you have any concerns as this will contribute to a stronger academic performance in this course. In addition to Connect (online textbook resources), there are other resources and activities that you can consider to achieve your academic goals.

i) **Research: Innis Library, Online Tutorials, and Course Guide**

Innis Library staff can provide research assistance. Additional resources include online tutorials that illustrate how to efficiently search databases ([http://library.mcmaster.ca/guides/top-business](http://library.mcmaster.ca/guides/top-business)) and the course research guide, Finding Canadian Business Information ([http://library.mcmaster.ca/guides/commerce-2ma3](http://library.mcmaster.ca/guides/commerce-2ma3)).

ii) **Student Success Centre: [http://studentsuccess.mcmaster.ca/index.php](http://studentsuccess.mcmaster.ca/index.php)**

The Student Success Centre offers academic skills workshops that assist with the development of many academic and life skills. When on the site, you may also learn more about the academic support programs provided by the Student Success Centre that include skill development, learning effective strategies and resource support.

iii) **Create a Study Group**

A study group may contribute to a more productive studying experience. The study group should not replace individual studying as its value is to enhance what you have already (independently) learned.

iv) **Study Session**

Prior to the final, if the class feels it is required, the Instructor is willing to offer a final exam study session. **Details will be provided near the end of the term.**
<table>
<thead>
<tr>
<th>Week #</th>
<th>Topics</th>
<th>Source</th>
<th>Due/ Other Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Course Intro Marketing – Art and Science of Satisfying Customers</td>
<td>Course outline Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic Planning in Contemporary Marketing</td>
<td>Chapter 1 and 2</td>
<td>Final Names of Group Members</td>
</tr>
<tr>
<td>3</td>
<td>Marketing Research</td>
<td>Chapter 8</td>
<td>Guest Lecture Group Title Page Due</td>
</tr>
<tr>
<td>4</td>
<td>Marketing Environment, Ethics, Social Responsibility Digital Marketing and Social Media</td>
<td>Chapter 3 Chapter 4</td>
<td></td>
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<tr>
<td>5</td>
<td>Consumer Behaviour B2B Marketing</td>
<td>Chapter 5 Chapter 6</td>
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<td>6</td>
<td>Global Marketing</td>
<td>Chapter 7</td>
<td>Report 1</td>
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<td>7</td>
<td>Market Segmentation</td>
<td>Chapter 9</td>
<td>Guest Lecture 2</td>
</tr>
<tr>
<td>8</td>
<td>Product Strategy Developing and Managing Brand</td>
<td>Chapter 10 and 11</td>
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<tr>
<td>9</td>
<td>Marketing Channel and Place Strategy</td>
<td>Chapter 12 and 13</td>
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<td>10</td>
<td>Integrated Marketing Communication</td>
<td>Chapter 14</td>
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<td>11</td>
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<td>12</td>
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<td>13</td>
<td>Open</td>
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