COURSE OBJECTIVE

This course builds upon material covered in Commerce 2MA3 - Introduction to Marketing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyse the business environment in which organisations operate. A major field project, which has student teams working with businesses to audit current practices, study the environment and develop a marketing plan, is a critical part of this course.

INSTRUCTOR AND CONTACT INFORMATION

Mandeep Malik  
Email: malikm@mcmaster.ca

Section 3 Mon: 11:30 to 1:20pm Wed 11:30 to 12:20pm DSB B 107  
Section 4 Tue 9:30 to 11:20 am and Thu 9:30 to 10:20am DSB B  
107 Section 6 Tue 2:30 to 3:20pm and Thu 2:30 to 4:20pm DSB B  
105

Office: DSB 228  
Office Hours: By Appointment Only  
Tel: (905) 525-9140 x23972

Course Website:  http://www.business.mcmaster.ca/courses/com3mc3/

TA Names and Contact details will be announced in class and will be posted on Avenue

COURSE ELEMENTS

| Credit Value: | 3 | Leadership: | Yes | IT skills: | No | 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: | No | Guest speaker(s): | No |

COURSE DESCRIPTION

The purpose of this course is to explore practical applications of marketing concepts in business situations. Case studies are used to give practice in analyzing opportunities, solving marketing issues, and preparing implementation plans. This course is taught primarily through the case-method and an industry project but might also include readings, lectures, videos, and workshops.
**LEARNING OUTCOMES**

The course will help you to:
1) Understand the application of basic marketing concepts;
2) Develop basic skills in marketing analysis, decision making and strategy formulation;
3) Test your skills in communicating analysis, conclusions, and recommendations; and
4) Understand the environmental, global, and ethical dimensions of marketing decision making given the dynamics of business markets and customer needs.

**REQUIRED COURSE MATERIALS AND READINGS**

Custom Courseware – *3MC3 Readings*
- Purchase a copy at the bookstore – this course pack has all the suggested readings. All cases will be posted on Avenue so as to keep cost low. Approx. $15 CAD

**EVALUATION**

**Components and Weights**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>A. In-Class Contribution - Cases</td>
<td>20%</td>
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<tr>
<td>B. Hand-In Case Completed by the Group</td>
<td>20%</td>
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<tr>
<td>C. Marketing Plan Final Report</td>
<td>25%</td>
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<tr>
<td>D. In-class First Oral Presentation</td>
<td>15%</td>
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<tr>
<td>E. In-class Final Oral Presentation</td>
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TOTAL: 100%

**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>
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<tbody>
<tr>
<td>A+</td>
<td>90 - 100</td>
</tr>
<tr>
<td>A</td>
<td>85 - 89</td>
</tr>
<tr>
<td>A-</td>
<td>80 - 84</td>
</tr>
<tr>
<td>B+</td>
<td>77 - 79</td>
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<tr>
<td>B</td>
<td>73 - 76</td>
</tr>
<tr>
<td>B-</td>
<td>70 - 72</td>
</tr>
<tr>
<td>C+</td>
<td>67 - 69</td>
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<td>C</td>
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<td>C-</td>
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<td>D</td>
<td>53 - 56</td>
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<tr>
<td>D-</td>
<td>50 - 52</td>
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<td>F</td>
<td>00 - 49</td>
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</table>
A. CLASS PARTICIPATION AND CONTRIBUTION (20%)

It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, testing assumptions, and having fun! This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. For our marketing class, contribution relates to:

- Being prepared for class discussion – demonstrate good knowledge of case content;
- Offering case analysis in a critical and constructive manner;
- Eager / willing to debate issues using logic and integrating knowledge of basic marketing concepts; Listen and react to comments made by other students
- Your ability to communicate clearly (i.e., quantity of dialogue is not the same as quality);
- Demonstrate initiative to bring new and relevant knowledge to case / class discussion

Interim participation marks will be available through the TA about half way through the course. Please take the initiative to review your progress with the TA. **NO marks are awarded for attendance.** Absence from class is a serious matter, since you obviously cannot participate if you are not there. If there are legitimate reasons for you to miss class, you need to provide documentation to the Academic Programs Office.

The key to high contribution grades is making a quality contribution to every class. Marks will be awarded on both quality and consistency. **Typical expectations are – at least TWO SOLID analytical comments per case discussion (an example would be arguing SWOT with a correct ‘So What’). Regurgitation of facts in the case is worth only 30% of the marks.**

B. GROUP WORK

Groups will consist of five people (some exceptions will be made by instructor given class numbers). **All members should be attending the same section.** Please complete the last page of this outline and upload to Avenue as a scanned PDF by September 23rd.

80% of your mark in this course is teamwork so choose your fellow group members wisely. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. An interim peer evaluation form (posted on Avenue) is to be submitted in class on the day of final group process exercise and a final peer evaluation form will be submitted along with the completed Marketing Plan. THESE TWO EVALUATIONS NEED ONLY BE SUBMITTED IF THE DISTRIBUTION IS NOT EQUAL, AND MUST BE SIGNED BY ALL IN THE PRESENCE OF THE TA / INSTRUCTOR OR A CONFIRMATION SENT BY EACH MEMBER USING THEIR MCMASTER EMAIL ACCOUNT. (If you fail to do so, the professor will assign your evaluation marks as per his discretion based on information at his disposal.)
The result of this process is a true reflection of each group members’ contribution to the project. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. **NOTE: GRADES GO UP BY NO MORE THAN TWO GRADE POINTS PER STUDENT IF THE ACHIEVED SCORE IS B OR LOWER; IF YOUR ACHIEVED SCORE IS B+ OR HIGHER THE RATINGS CAN ONLY ADD ONE GRADE POINT TO YOUR MARK IN THE COURSE.** Others may find that their overall project grade will go down - **NOTE: THE PEER EVALUATION PROCESS CAN IMPACT YOU NEGATIVELY WITH NO CAP ON THE GRADES YOU CAN DROP.**

Past experience with groups has shown that most troubles arise because individuals do not respect the group process. The first group meeting should happen in the first two weeks. At this meeting, you might want to choose a coordinator who will facilitate the work. This is also a good time to set the parameters for group work such as: when and where the group will meet, attendance including punctuality, and preliminary assignment of tasks. You should also make a calendar of all “good” and “bad” times for the group (i.e., when group members have commitments to work, tests, major assignments, social commitments, holidays, etc.).

**C. HAND-IN CASE (20%) – ‘TUTTI MATTI’ DUE OCTOBER 6TH AT 4PM – UPLOAD TO AVENUE AS A PDF DOCUMENT**

Your analysis should be **no more than ten pages plus any appendices** that you choose to include. Appendices consist of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis, segmentation grids, decision matrices should be housed. Appendices must be referenced in the body of the report. The format of the hand-in case is as follows:

<table>
<thead>
<tr>
<th>Section</th>
<th>Contents</th>
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</thead>
<tbody>
<tr>
<td>Title Page</td>
<td>• Title of case, date, Group Number and names / student numbers of team members</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>• Major sections of paper, exhibits</td>
</tr>
</tbody>
</table>
| Introduction and Problem/Issue Identification | • Answer the question “This case is about….,” in one short, concise paragraph.  
  • The focus may be on an evident marketing / business problem or an opportunity. Your perception of the problem may be different from that of “players” in the case. All following sections should be analysed in context of the problem  
  • The dilemma proposed in the case by the author is NOT to be regurgitated                                                                  |
| Marketing Audit                | • Identification of current marketing practices i.e. details of 4P’s and Current Target Market / Segmentation Strategy / Consumer Needs and Decision Criteria. Also Current Positioning (if evident);  
  • Some of the strategies may not be evident but can be inferred                                                                             |
<table>
<thead>
<tr>
<th>Section</th>
<th>Contents</th>
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<tbody>
<tr>
<td>SWOT (Internal and External Analysis) –</td>
<td>• Critical analysis of the firm's key strengths and weaknesses – they are directly controllable by management. Should be taken only from the case and discussed using the “So what?” argument – giving the implication on the problem/challenge</td>
</tr>
<tr>
<td><em>Worth about 40%</em></td>
<td>• Thorough analysis of external environment – identification of opportunities and threats given the Social/Cultural trends; Demographic Trends; Economic, Political, Legal or Technological Influences etc (focus only on what is presented in the case – <em>do not undertake any external research</em>). Use “So what?” to argue implications for firm or the problem at hand</td>
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<td></td>
<td>• Use one sub-heading for Strengths, one for Weaknesses, One for Opportunities and One for Threats</td>
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<td>• You may also find that several characteristics can be grouped. For instance you might suggest that a firm is innovative because a. it launches new products every year; invests in new technologies and invests significantly in R &amp; D. Focus on SW or OT most important to problem and goals</td>
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<tr>
<td></td>
<td>• <em>Note: If you find yourself writing, “The company has the opportunity to …” you have identified an alternative not an opportunity. A controllable issue is NOT a part of the external environment.</em></td>
</tr>
<tr>
<td>Business Objectives and Marketing Strategy (two alternatives) – <em>Worth about 20%</em></td>
<td>• Propose and argue the quantitative and/or qualitative objectives you wish to achieve; based on numbers in case</td>
</tr>
<tr>
<td></td>
<td>• Propose two strategies to solve the problem/achieve objectives. Clear, detailed marketing mix for each alternative – 4P’s and Target Market (highlight new or emerging needs you are targeting). You need not make changes to each P in the mix.</td>
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<tr>
<td></td>
<td>• Use of relevant marketing tools to support alternatives</td>
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<tr>
<td></td>
<td>• Direct link between alternatives and analysis of current marketing situation/opportunities/threats. Discussion of pros and cons.</td>
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<tr>
<td></td>
<td>• Identify one of the two strategies as the one you recommend. Discuss reasons for choosing this over the other alternative</td>
</tr>
<tr>
<td>Implementation Plan – <em>Worth about 5%</em></td>
<td>• Calendar action plan of key activities to implement strategy</td>
</tr>
<tr>
<td>Bibliography</td>
<td>• Only necessary if you use material from outside the case. The contents of the case need not be referenced.</td>
</tr>
<tr>
<td>Case Assignment Format Guidelines – <em>Worth about 10%</em></td>
<td>• Ten Pages <strong>not</strong> including title page, table of contents, reference and appendices (essential elements of the case like 4P’s and SWOT do not belong in the appendices)</td>
</tr>
</tbody>
</table>
D. MARKETING PLAN

Each group of students will work with a “client” who needs a marketing plan completed. We have identified a number of businesses that would like to work with a group to complete a plan. Students are also encouraged to develop their own leads.

Each team project will be evaluated based on

- **Interim presentation** - background information about the client organization and its current marketing practices along with an overview on strengths and weaknesses. **Time limit of 12 minutes** plus **THREE MINUTES for Q & A. DRESS CODE: SMART CASUAL / BUSINESS INFORMAL**
- **Final presentation** will consist of current practices, SWOT and strategies – client should be invited. **Time limit of 20 minutes** plus **five minutes is kept aside for Q & A / discussion. DRESS CODE: BUSINESS FORMAL**
- **Final Report** – structure outlined in the following pages. Limit of **FORTY PAGES** (supporting details can be put in appendices).

The two presentations will be made using the projectors and technology available in class. Use of free software like Prezi and other web based apps that can compromise client confidentiality is **NOT PERMITTED**. Please ensure that you DO NOT post any client info in social media or public domain without prior approval and client permission in writing.

ALL group members must participate equally in delivering the presentation. **ATTENDANCE FOR ALL OTHER GROUP PRESENTATIONS IN YOUR CORE IS MANDATORY. You are expected to maintain professional business decorum during presentations.**

**Interim Presentation (15%):**
**Organizational Background** – discuss evolution / milestones, organizational structure, details of education / training and business / other experience and expertise of owners, managers, etc identify employee numbers / roles; recognition received etc

1. **Discuss Current Marketing Situation:**
   a) **Product Strategy** - include lines, service elements, best / worst sellers, sizes, packaging, store layout… **IMPORTANT TO IDENTIFY:** What customer need is fulfilled by this product / service? What are the decision process / decision criteria used by the customers?
   b) **Pricing Strategy** – provide ranges, comment on strategy, trends …
   c) **Promotion Strategy** - include examples and detailed spend on each element – mass media, flyers, direct sales, direct mail etc Positioning (have a basis – product attributes / pricing); **IMPORTANT:** ‘How is this product distinguishable?’ Discuss current image; branding: colours, logo, positioning statements
d) Placement / Distribution Strategy – address, map, surroundings, hours of operation, distribution partners including key suppliers etc

e) Target Market – Answer the questions: ‘Who is the Current Customer?’ Where is the customer coming from – geographically? How and why customers choose this product? When do they buy? How do they use this product?

2. **Business Problem** - Identify Quantitative Symptoms, discuss root cause, use theory; Business performance analysis is a critical component in arriving at problem – you will need to start work on the project quite early to accomplish this

3. **Objectives** Quantitative (desired) and / or Qualitative. For example – advertise using social media or move to new location are not objectives but tactics within a strategy

4. **Industry Analysis** – market size / category sales volume and other significant performance trends – ALL QUANTITATIVE industry info using NAICS / SIC Codes

5. **Internal Environment**: Strength and Weakness Analysis

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**Final Presentation (20%):**

1. **Overview of business**, Details of current strategy - 4P’s,
2. **Review of Business Problem and Business Objectives**
3. **Target Market Analysis**. Provide insights on segments and needs served. As applicable - discuss decision making unit and influences; Key decision criteria;
4. **External Environment**: Measuring Current and Estimating Future Demand – Industry Performance Trends; Analysis of Category – Buyer / Supplier Power; Threat of Substitutes; Explain relevant Social / Cultural, Demographic, Economic, Political / Legal and Technological Environment / Trends / Forecasts
5. **Nature of Competitive Environment** – Competitive Advantages and Disadvantages; Primary / Secondary Competitors; Aggressiveness of Competition
6. **Marketing Strategy Alternatives and Recommendation** – Develop TWO Strategies with detailed insights on changes to 4P’s; budgets; pros and cons; decision criteria; use of theory; how it solves problem and meets goals etc

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**Marketing Report (25%): Due by 12 noon in DSB 203 on December 9th**

Students must submit a marketing plan that is well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important. PLEASE SUBMIT TWO SPIRAL BOUND COPIES. WE WILL KEEP ONE AND MAIL THE SECOND COPY TO THE BUSINESS.

The marketing plan written in this course is expected to aid management in making a decision leading to the implementation of a particular strategy. The business owner / manager are familiar with the facts of the case and probably have an idea of the various alternatives that should be considered. Your marketing plan should not merely repeat existing knowledge. It should develop the information on opportunities and constraints in a manner that illustrates the depth of your understanding of the issues and reassure your reader that reasonable alternative strategies have been considered. It should convince the reader that the chosen solution is the appropriate one.

Providing the written plan is a very different task from the analysis that must precede it. In most instances, the same framework employed in your analysis cannot be used for your plan. The purpose of the framework for analysis was a problem solving structure while the purpose of your written plan is the communication of your results. Also, the marketing plan is written for a particular purpose and person. The style of presentation, language usage and organisation should
be suitable for that purpose and person. Do not write the marketing plan to your instructor. Business writing differs from expositional, literary writing in that it is more action oriented and provides an account of an opinion or decision. Your marketing plan is not an essay or interpretative literary composition; its purpose is to inform and persuade. Students may find that they are required to assume a more reportorial, analytical, objective voice and style of writing.

1. DETAIL IS EXTREMELY IMPORTANT
2. REPORT TRENDS AND FORECASTS
3. LINK UP 4P’s TO SWOT, AND SOLUTIONS TO PROBLEMS USING SWOT

**MARKETING PLAN STRUCTURE**

The marketing plan has several sections. Detail is as follows.

**TITLE PAGE**

The first page is the title page and contains:

1. The name of the contact and organization including mailing address (centred on the page)
2. Team member names and student numbers,
3. Course and section number, and academic term
4. Instructor's name

**LETTER OF COOPERATION**

This letter must be obtained from the business, preferably on the company letterhead, and must confirm their willing participation in this process, and must acknowledge their awareness of the fact that the information they have shared will be used for case analysis in class and other academic purposes.

**EXECUTIVE SUMMARY**

This should include:

1. A concise statement of the problem.
2. A short summary of the major points arising from your analysis.
3. The major recommendations from your analysis including projected outcomes

Executive summaries should be a synthesis of the marketing plan, not just a point form version of the plan. The reader should be able to read this alone, and understand your analysis and decision. Thus, you cannot introduce new information into the Executive Summary. An Executive Summary is good practice for business marketing plans and the ability to summarise material is a skill that students must develop. The reader may find that the information contained in the summary section of the marketing plan is sufficient, or if he/she decides to read the complete marketing plan, find that the summary is preparation for the analysis that follows. The Executive Summary may be single-spaced. If the summary is longer than one page in length, it is too long.

**COMPANY INTRODUCTION**

The introduction prepares your reader for what is to follow. The introduction should begin with a backgrounder on the company, its owners and the organization structure etc it should include the
industry sector classification based on NAICS / SIC codes etc. It should be no longer than one page.

**MARKETING AUDIT**
Offers full detail on the 4P’s, market needs served, current target market and current positioning. Gives an insight into performance in different sectors, over time periods and highlights trends. ALL current marketing practices are detailed in this section but not critiqued.

**PROBLEM IDENTIFICATION**
A formal problem statement is useful in furnishing your reader with some insight into your marketing plan. Be specific. Do not define or state a problem in vague terms or alternative courses of action. **USE FACTS.**

Make sure that you clearly and explicitly outline the problem. Don't confuse symptoms with the underlying problem. Ask yourself “why?” after each problem statement that you generate; this should help in determining the underlying issue. For example, a weak problem statement would be “Market share is going down”. A better version will tell the reader the rate of decline, compare it to previous years and to industry trends. Importantly, there could be many reasons why market share is going down, and thus many possible solutions – most of which will not be effective unless you know *why* market share is going down. Thus declining market share is a symptom of an underlying problem and if you can correctly identify this problem half the battle is won. **Do not state the problem as choosing from between a number of alternative strategies.**

**INTERNAL / EXTERNAL ANALYSIS**
Marketing plans usually include some sort of “Situation Analysis” where external (e.g., industry, competition, customers, category, and environment) and internal analyses are performed. It is important that you don't merely regurgitate the facts of the case in this section. The reader is only concerned with strengths, weaknesses, opportunities and threats (SWOT analysis) that have implications for the problem or for the solution of the problem. You must comment on the implications of all of the strengths, weaknesses, opportunities and threats that you mention. The marketing plan reader shouldn't have to ask “So what?” after each point is raised.

This section should be the bulk of your report and must include an estimate / analysis on size of market, discuss industry trends, use secondary research to highlight demand forecasts (for example: online purchases by Canadians are expected to exceed $24 billion by 2006 …reference). **All opportunities and threats must be accounted for under the headings – Social / Cultural Factors, Demographic Trends, Economic and Business Conditions, Political, Legal and Technological Issues, Primary / Secondary Competition (identify the 4P’s for each of your major competitors; focus on in depth analysis on the real threats do not create a list of all possible competitors).** You must offer a sound perspective on the marketing practices and strengths/weaknesses of two major competitors.

REMEMBER A LOT OF SMALL BUSINESS OWNERS ARE WORKING WITH “GUT FEEL”. IT IS OUR RESPONSIBILITY TO EXPOSE THEM TO THE “FACTS” IN THE MARKETING ENVIRONMENT, FOR THEIR PRODUCT OR SERVICE. THEREFORE FOCUS ON IDENTIFYING TRENDS AND DEVELOPING FORECASTS. **GRAPH YOUR INFORMATION – USE PICTURES AND SAVE ON WORDS.**
Research
Discuss the primary and/or secondary research undertaken to develop an understanding of current or potential customer needs, values, preferences etc. Please share the questionnaire (if applicable), the purpose of the research, the findings, analysis of findings and key takeaways.

Objectives
This part of the marketing plan will include a list of specific and measurable business objectives (quantitative and/or qualitative) - and criteria by which to evaluate your alternative solutions. It is important to provide clear rationale for your goals.

Strategy Alternatives & Recommendation
This part of the marketing plan will include a discussion of two possible alternative solutions to the problem. When you discuss alternative solutions to the problem, keep in mind that your alternatives should solve the problems as stated at the beginning of your analysis. Make sure that you discuss changes in the marketing mix commenting on each of the 4P’s, the target segment(s), positioning, outcomes and pros and cons of each alternative. Make sure you assess each alternative against your decision criteria. Remember, the alternatives must fit with the current resources of the organisation. They must also use the SWOT.

The marketing strategy you recommend must be justified. The logic of your selection of one alternative course of action over the others must be apparent. The decision must fit with the objectives, strategy and resources of the organisation. The decision must be feasible given the competitive environment. Discuss to whom are you selling and how will you distinguish your product from competition or talk about the competitive advantages your chosen strategy will provide. If you are planning on targeting multiple segments, how will you reconcile the fact that these segments may require different positioning approaches and/or different marketing mixes? Please comment on likely competitor reaction to your strategy.

Implementation and Controls
Include a guide for implementation. List specific action steps and include a time line. Outline the controls that will be used to monitor progress and allow higher management to review implementation results.

Budget
Provide documentation to support costing on each strategy for example – include printing quotes, advertising rates etc. Also include supporting notes / financial justification for the recommended strategy. Growth projections based on the implementation of the recommended strategy must be included - it shows the “bottom-line” of the decision. Include worst/probable/best case scenarios. Ensure that the time period in your implementation match the time considerations in your objectives.

Conclusion
The report should include a brief conclusion, summarizing how the solution best solves the problem identified at the beginning of the report.
REPORT FORMAT GUIDELINES
Please conform to the following:

1. Marketing plans should use readable fonts and numbered pages. Font size for the marketing plan body should not be smaller than 12 point. Left / right margins must be no smaller than 1 inch each.
2. Papers should be double-spaced and printed on one side of the paper only. The Executive Summary may be single-spaced.
3. The body of the report is not to exceed forty pages. Import all industry trend findings and reference graphs into the main body of the report. This page limit does not include the title page, table of contents, bibliography or other appropriate appendices. Marketing plans exceeding the 40-page limit will be penalised 10 percent per page for every page past the limit.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of Commerce 3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

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 result 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](http://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
REQUESTING RELIEF FOR MISSED ACADEMIC WORK

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;
b) for absences from classes lasting more than three (3) days; or
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=18&navoid=3204#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 Student Experience - Academic 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/

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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<tr>
<th>POLICY FOR APPROVED MISSED ACADEMIC WORK</th>
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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 at 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 or an alternate evaluation. The student must follow up with the instructor to understand this process and decision.

<table>
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<th>STUDENT ACCESSIBILITY SERVICES</th>
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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 AND CONFIDENTIALITY

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.

It is important to note that any project related information (ownership, revenues, margins, business problem etc) CANNOT be placed on the web / in the public domain like social media as this compromises confidentiality. Use of free software tools or apps like Prezi is STRICTLY FORBIDDEN.
A NOTE ON GRADING

The evaluation of all components in this course is to determine a grade is based on the quality of the submission. There is a bit of subjectivity in this evaluation as with most evaluations in social sciences; however, our experience indicates that there is a "standard" answer that defines the relevant concepts, makes a logical argument, and uses relevant examples where required. For problem solving, the “standard” answer involves identifying the issues, analyzing the facts and making relevant recommendations. Generally, this type of submission demonstrates basic understanding of course material and deserves a B. Submissions that demonstrate unique insights and provide a comprehensive understanding of the concepts/issues get rewarded accordingly with a B+, A-, A, A+. In determining the final grades, please keep in mind that submissions are evaluated absolutely and relatively. Reports are evaluated absolutely according to the requirements. Reports are also evaluated relative to one another to form a ranking from the best to the least best.

SUBMISSION DEADLINES

The following are the deadlines for submission of materials for this course.

<table>
<thead>
<tr>
<th>Item</th>
<th>Date</th>
<th>Time</th>
<th>Submit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Membership and Industry Project Form</td>
<td>September 23rd</td>
<td>In class</td>
<td>Upload scanned copy on Avenue</td>
</tr>
<tr>
<td>Hand-in Case Assignment</td>
<td>October 6th</td>
<td>4pm</td>
<td>Upload to Avenue</td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>December 9th</td>
<td>12 noon</td>
<td>Two Hard copies DSB 203</td>
</tr>
<tr>
<td>Week</td>
<td>COURSE SCHEDULE</td>
<td>COURSE SCHEDULE</td>
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| Sept 5th   | DISCUSS ELEMENTS OF COURSE – MARK DIST; GROUP FORMAT                             | DISCUSS CASE METHOD. UNDERSTAND STRUCTURE OF -  
|            |                                                                                 |  • IN CLASS CASE DISCUSSIONS  
|            |                                                                                 |  • HAND-IN CASE ASSIGNMENT  
|            |                                                                                 | DISCUSS CASE QUESTIONS. IDENTIFY RELEVANT READINGS                                                                                   |
| Sept 12th  | DISCUSS FORMAT FOR MARKETING PLAN REPORTS                                        | REVIEW PAST REPORTS  
|            | REVIEW PAST REPORTS                                                             | GROUP PROCESS EXERCISE – ROLES & RULES                                                                                                  |
| Sept 19th  | CASE: THOMPSON BROTHERS Audit / SWOT / Strategy                                  | GROUP WORK                                                                                                                                  |
|            |(SEPT 23rd SUBMIT GROUP FORM)                                                    |                                                                                                                                               |
| Sept 26th  | CASE: HURON CANVAS CLOTHIER Audit / SWOT / Strategy                              | GROUP WORK                                                                                                                                  |
|            |(SEPT 30th SIGN UP PROJECT)                                                       |                                                                                                                                               |
| Oct 3rd    | CASE: ED SMITH Audit / SWOT / Strategy                                           | GROUP WORK                                                                                                                                  |
|            | CASE ASSIGNMENT IS DUE OCT 6th UPLOAD ON AVENUE AS A PDF                         | HAND-IN CASE: TUTTI MATTI READ / DOWNLOAD FROM AVENUE                                                                                      |
| Oct 17th   | CASE: GOOF PROOF SWOT / Strategy                                                 | GROUP WORK                                                                                                                                  |
| Oct 24th   | INTERIM PRESENTATIONS                                                            | INTERIM PRESENTATIONS                                                                                                                     |
| Nov 7th    | CASE: LIMELIGHT CINEMA Audit / SWOT / STRATEGY                                   | GROUP WORK                                                                                                                                  |
| Nov 14th   | CASE: KRAFT FOODS CANADA SWOT / STRATEGY                                         | GROUP WORK                                                                                                                                  |
| Nov 21st   | CASE: MOUNTAIN MAN BREWING STRATEGY / SOLUTIONS                                  | WORK IN PROGRESS PRESENTATIONS                                                                                                            |
| Nov 28th   | FINAL PRESENTATIONS                                                             | FINAL PRESENTATIONS                                                                                                                        |
| Dec 5th    | FINAL PRESENTATIONS                                                             | FINAL PRESENTATIONS                                                                                                                        |
EXAMPLES OF KEY CASE QUESTIONS AND RECOMMENDED READINGS

Thompson Brothers
1. Identify performance based problems being encountered. Consider size of market, market share, capacity etc.
2. Consider different segments, identify basis of segmentation, identify probable decision process / decision criteria and relate these to the 4P’s
3. Critically review the sample advertisement and analyze it given 4P’s, current strengths, opportunities and customer segments / needs targeted.
Read the section on Market Segmentation and Consumer Behavior

Huron Canvas
1. Calculate value of kids clothing and accessories being sold at the store for which sales revenues are provided
2. Consider segments being targeted and clearly articulate basis
3. Develop some thoughts on Strengths / Weaknesses for the three stores and owner
4. Critically review proposed strategies and develop your thoughts on creating demand for kids line; also make observations in context of the picture provided
Read the section on Market Segmentation, Consumer Behavior and Promotion Strategy

ED Smith
1. Based on information available calculate performance issues as well as potential number of flavors that may not be breaking even – provide rationale
2. What are the quantitative objectives you might set? Why?
3. Think about opportunities and threats given competition and private labeling. Identify other significant consumption trends and contextualize given current jam market.
4. What are the critical weaknesses that are contributing to sales decline?
5. Develop a short and long term strategies – think about changes to all 4P’s
Read up on Product and Pricing Strategy. Also look closely at the section on Marketing Strategy and Tactics to develop your ideas.

Limelight Cinema
1. Do the break even analysis (number of seats per show) on old price versus new price accounting for concessions, memberships sold, all costs etc. Assume minimum wage as $10 per hour; identify other assumptions and basis for each
2. Critically review the advertisements and overall current advertising strategy
3. Clearly identify weaknesses and threats given current / past 4P’s as well as company history, business ownership structure etc.
4. Think about risks / rewards associated with membership strategy.
5. Develop some feasible ideas for demand creation given SWOT
Read through the sections on Market Segmentation, Consumer Behavior and Promotion Strategy. Also research popular loyalty programs and identify their key characteristics
GROUP #: ____________  (To be assigned) 

STUDENT NAME  SECTION  ID#  EMAIL
1. 
2. 
3. 
4. 
5. 

COMPANY NAME

A) Briefly describe the product or service offered by your client.

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

B) Briefly describe the market for the product or service (consumer/customer description, key competitors, etc.).

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

C) Provide company contact name and phone number/email – ATTACH LETTER