Commerce 3MC3
APPLIED MARKETING MANAGEMENT
Fall 2016 Course Outline

Marketing Area
DeGroote School of Business
McMaster University

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 companies, is a critical part of this course.

INSTRUCTOR AND CONTACT INFORMATION

Sec C07: Tuesday 1:30 - 2:20 (DSB B105) / Thursday 12:30 - 2:20 (DSB B105)
Sec C08: Tuesday 8:30 - 9:20 (DSB B105) / Thursday 8:30 - 10:20 (DSB B105)

Dr. William Allender
Assistant Professor
allendw@mcmaster.ca
Office: DSB #222
Office Hours: By Appointment
Tel: (905) 525-9140 ext. 24756

Teaching Assistant
TBD
TBD@mcmaster.ca
Office Hours: by appointment

COURSE ELEMENTS

<table>
<thead>
<tr>
<th>Credit Value:</th>
<th>3</th>
<th>Leadership:</th>
<th>No</th>
<th>IT skills:</th>
<th>No</th>
<th>Global view:</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avenue:</td>
<td>Yes</td>
<td>Ethics:</td>
<td>Yes</td>
<td>Numeracy:</td>
<td>Yes</td>
<td>Written skills:</td>
<td>Yes</td>
</tr>
<tr>
<td>Participation:</td>
<td>Yes</td>
<td>Innovation:</td>
<td>Yes</td>
<td>Group work:</td>
<td>Yes</td>
<td>Oral skills:</td>
<td>Yes</td>
</tr>
<tr>
<td>Evidence-based:</td>
<td>Yes</td>
<td>Experiential:</td>
<td>Yes</td>
<td>Final Exam:</td>
<td>No</td>
<td>Guest speaker(s):</td>
<td>No</td>
</tr>
</tbody>
</table>
**COURSE DESCRIPTION**

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

**LEARNING OUTCOMES**

The course will help you to:
1) Understand the application of basic marketing concepts;
2) Develop basic skills in marketing analysis, decision and strategy formulation;
3) Test your skills in communicating analysis, conclusions, and recommendations;
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 (Allender)                                                                 Approx. ~$ 55 CAD
  - Please purchase a copy at the bookstore.
- Avenue registration for course content, readings and case materials $FREE
  - http://avenue.mcmaster.ca

**EVALUATION**

**Components and Weights**

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Class Contribution</td>
<td>20%</td>
</tr>
<tr>
<td>B. Assignments</td>
<td>5%</td>
</tr>
<tr>
<td>C. Hand-In Case Completed by the Group</td>
<td>15%</td>
</tr>
<tr>
<td>D. Industry Project</td>
<td>60%</td>
</tr>
</tbody>
</table>
  - In-class First Oral Presentation            | 10%    |
  - Interim Report on Industry Project          | 10%    |
  - In-class Final Oral Presentation            | 10%    |
  - Final Marketing Plan for Industry Project  | 30%    |

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>
<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>F</td>
<td>00 – 49</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Communication and Feedback

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University 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.

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

Instructors may conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

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

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
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 the class discussion – **carefully read the case and complete the assignment before the class;**
- Analyzing cases in a critical and constructive manner, using logic and integrating knowledge of basic marketing concepts;
- **Listening and reacting to comments made by other students:**
- Active participation in completing class exercises, which will include quantitative problems.

Participation marks will be posted on Avenue on a weekly basis. If you have any concerns about your weekly participation mark, please contact the TA within two weeks. The marks will not be changed for any reason after two weeks have passed. You are also welcome to discuss any overall participation mark concerns you have with the Professor, who is happy to provide suggestions and guidance about earning participation marks. At the end of the semester, an overall class contribution score will be given and posted according to the sum of your participation marks during the semester. Historically, the class average contribution score is about 75%.

The key to a high class participation grade is making quality contributions to every class discussion. Marks will be awarded on both quality and consistency. However, there are no marks just for attendance. Additional expectations related to class participation are:

- Please display your **name cards** regularly in class. I may “cold call” on you during class sessions. If you do not feel adequately prepared and do not want to be called upon, please let me know at the beginning of class.
- I expect you to be **punctual**. Walking in late and walking out during an ongoing class is disruptive and distracting, so please try to avoid it when possible.
- When you are present in class, **all cell phones should be turned off** unless I am notified prior to class of a possible personal emergency requiring them to be on.

**Group Work**

You will form groups of 5 - 6 people. Each group has one case assignment and one interim report to complete – due approximately four weeks apart. The group is also responsible for completing a Marketing Plan for a client and making in-class presentations of the plan. All **group members should attend the same class section.** Please complete the 'Notice of Intent / Group Signup Form' on Avenue and submit it **NO LATER THAN Thursday, September 22nd** to Dropbox on Avenue. Do NOT bring a hard copy to class, only electronic copies will be accepted and count towards credit.
75% 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 contribution is less than expected by their team.

The peer evaluation form is available on Avenue to Learn and is required by every member of the group. Groups are encouraged to fill out and submit a single peer evaluation signed by all group members. However, if scheduling conflicts prevent this, then group members should fill out and submit the peer evaluation to Avenue to Learn individually. It is each individual group member's responsibility to ensure he/she has submitted a peer evaluation. The evaluation is due at midnight the same day the assignment is due. Evaluations can be submitted after the deadline and may be taken into consideration, but will not earn credit. In particular, a peer evaluation is due along with the Hand-In Case, Interim Report, and the Final Marketing Plan and will count towards 5% of the Hand-In Case and Interim Report grade, and 2.5% of the Final Marketing Plan grade.

Past experience with groups has shown that problems typically arise because individuals do not respect the group process. The first group meeting should happen next week. At this meeting choose a group leader who will help facilitate the work. This is a good time to set the parameters for group work such as: when the group will meet, attendance at group meetings 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.). The worst thing you can do is surprise your group with a long-standing commitment at the last minute.

**Hand-in Case (15%)**

Case: TBD.

Due: Please upload an electronic copy to the Avenue to Learn by 8:30am on October 6th (Thursday).

**Important:** The format/structure of the hand-in case is detailed in Appendix B: FORMAT OF HAND-IN CASE WRITE-UP

Your case report should be no more than ten pages excluding 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 detailed strategic domain analysis, financial analysis, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked.

The outcome of a good marketing case analysis and report is a marketing program that addresses the major and minor issues reported in the case.

**Marketing Plan (60%)**

Each group of students will work with a “client” who needs a marketing plan completed. You are expected to conduct a comprehensive analysis of the client’s business, identify its major business problems and provide solutions to them. Please note that you are not (and should not be expected
by the client) to solely develop a promotion campaign (i.e. the marketing plan is more than just a promotion campaign). Students are strongly encouraged to develop and cultivate their own relationships with the businesses and find one to work with. However, the Marketing area identifies a number of potential businesses to work with as well. In either case, each group needs the Professor’s approval for a proposed client. As basic guiding principles aim to find a client that: (1) has been operating for at least 1 year, (2) uses a B2C business model (e.g. a retailer that sells goods or services to consumers, not to other businesses), and (3) has not been used for any other 3MC3 course in the past 3 years (you can ask the clients and they will usually know and the Prof. will check before approving the company).

There are four group assignments related to the marketing plan: two presentations, one interim report, and the final written marketing plan.

**GROUP PRESENTATIONS (10% + 10%):**
All group members must participate in the presentations. The presentations and resulting discussion period are an opportunity for your group to receive feedback from the entire class prior to either continuing with the marketing plan development or submitting the plan to the client and the Professor. The two presentations will be made using the overhead projector or video/data projector available in class. Each group is expected to practice the presentation prior to its debut in class and should not exceed the allocated class time limit (refer to the instructions in the Appendix).

**First (Interim) Presentation (10%):** The week of Oct. 26 to 27. (Presentation slides should be uploaded to Avenue by the start of class). Each group will have approximately 10 minutes for the interim presentation and 5 minutes thereafter for Q & A from the Professor and class.
During the first presentation, the group will present background information about the client and its current marketing practices, along with an analysis of the client's market including consumer decision process and market segmentation and targeting. The group should also identify the client's major business problem and the goal of the marketing project.

**Final Presentation (10%):** Nov. 24th to Dec. 6th (Presentation slides should be uploaded to Avenue by the start of class). Each group will have about 20 minutes for the final presentation and 5 minutes thereafter for Q & A from the Professor and the class.
The final presentation will consist of a brief summary of the former presentation, a strategic domain analysis, and the details of the marketing plan.

**Important:** Additional presentation information is provided in an Appendix at the end titled: GROUP PRESENTATION DETAILS.

**INTERIM REPORT (10%):**
Upload an electronic copy of the interim report to Dropbox on Avenue (in PDF format only) by midnight on October 28th (Friday).

**Important:** Additional interim report details are given in an Appendix at the end titled: INTERIM REPORT DETAILS.

**FINAL REPORT (30%):**
Upload an electronic copy of the final Marketing Plan to Dropbox on Avenue (in PDF format only) and submit 1 HARD COPY to DSB-203 on December 6th (Tuesday) by 3:30 pm.
Important: Final report format/structure details are provided in an Appendix at the end titled: MARKETING PLAN STRUCTURE.

A Marketing Plan is essential for every business operation and for efficient and effective marketing of any product or service. The Marketing Plan will allow you to clearly visualize both where a company is going and what the company wants to accomplish along the way. At the same time a Marketing Plan details the very important steps required to get the company from where it is to where it wants to be. An added benefit is that in compiling and developing the Marketing Plan, a company will have thought through how long it will take to accomplish each step and what resources in money, time, and effort will be needed in order to do so.

A Marketing Plan forces management to separate achievable objectives from “pie-in-the-sky” conjecture. Detail is important here. Typically, businesses create Marketing Plans in which some sections are very detailed (i.e., a manager has given the material a lot of thought) while other, equally important, sections have little detail. You must not fall into this trap. The audience for a Marketing Plan is senior management. These people thrive on details – Who specifically is the competition? What specifically are the products? How specifically will the budget be used?

A well-prepared Marketing Plan:
- Acts as a road map – describes the environment (i.e., competitors, regulations, economic conditions, demand, social and cultural factors, and demographics);
- Assists in management control and implementation of strategy – compare what is happening to what was planned to happen;
- Informs new participants of their roles in implementing the plan and reaching the objectives – gives all participants the “big picture” so they see how they contribute;
- Assists in obtaining resources for implementation – allows management to decide if money, people, and other assets will be assigned to this project;
- Stimulates thinking and better use of limited resources – builds on strengths and minimizes weaknesses to achieve synergies;
- Helps organize and assign responsibilities, tasks, and timing; and
- Makes one aware of problems, opportunities, and threats in the future.
- Avoids emotional, subjective, or vague words (e.g buzzwords).
- Is detail oriented - Be direct, specific, and do not digress.

Students must submit a marketing plan that is well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important. High quality Marketing Plans are free from grammatical and/or spelling errors, and uncorrected typographical mistakes. You must submit an electronic and a hard copy (spiral bound) of the final report. The electronic copy will be graded and the hard copy will be mailed to the client.

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 focus 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 audience. Do not write the marketing plan to your instructor, but to your client. 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.
A NOTE ON GRADING

The evaluation to determine a grade is based on the quality of the submission. As with most evaluations in the social sciences there is a bit of subjectivity. 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 earns 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 as well as relative to one another to form a ranking from the best to the least best.

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.

Documents submitted to Avenue will be checked using Originality Checker. This is a new feature of Avenue and is a plagiarism detection tool that is directly linked to Turnitin among others. For more information about how Originality Checker works please visit https://avenue.climmcmaster.ca/d2l/lp/inlineHelp/75806/help?titleTerm=Framework.PopupHelp.le_howTIItwork&descriptionTerm=Framework.PopupHelpDesc.le_howTIItwork

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 two ways:

a) for absences from classes lasting up to three (3) days; or
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=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/
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, should contact the Professor immediately (within 3 days) to work out an alternative.

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**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.
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.

SUBMISSION DEADLINES

The following are the deadlines for submission of materials for this course. Late submissions will receive a ZERO. Viruses, printer problems, file or disc problems, traffic, weather, etc. are wonderful reasons why one should build “slack” into any project schedule. Successful businesses and business people plan to avoid or prevent these things.

<table>
<thead>
<tr>
<th>Item</th>
<th>Date</th>
<th>Time</th>
<th>Submit to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Signup Form</td>
<td>Sept. 22th</td>
<td>At class</td>
<td>Upload a scanned copy to Avenue to Learn (A2L).</td>
</tr>
<tr>
<td>Hand-in Case</td>
<td>Oct. 6th</td>
<td>8:30am¹</td>
<td>Electronic copy to A2L.</td>
</tr>
<tr>
<td>Hand-in Case Peer Eval.</td>
<td>Oct. 6th</td>
<td>Midnight</td>
<td>Upload a signed copy to A2L.</td>
</tr>
<tr>
<td>Interim Report</td>
<td>Oct. 28th</td>
<td>Midnight</td>
<td>Electronic copy to A2L.</td>
</tr>
<tr>
<td>Interim Report Peer Eval.</td>
<td>Oct. 28th</td>
<td>Midnight</td>
<td>Upload a signed copy to A2L.</td>
</tr>
<tr>
<td>Final Marketing Plan</td>
<td>Dec. 6¹</td>
<td>3:30pm</td>
<td>1 electronic copy uploaded to Avenue, &amp; 1 hard copy to DSB 203.</td>
</tr>
<tr>
<td>Final Peer Evals</td>
<td>Dec. 6¹</td>
<td>Midnight</td>
<td>Upload a signed copy to A2L.</td>
</tr>
</tbody>
</table>

¹ This is applicable to both sections 7 & 8.
# 3MC3 COURSE SCHEDULE – C07 & C08

<table>
<thead>
<tr>
<th>Week</th>
<th>Tuesday: One-hour session</th>
<th>Thursday: Two-hour session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 6&lt;sup&gt;th&lt;/sup&gt; – 8&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Course Introduction</td>
<td>How to prepare the case, Review previous reports</td>
</tr>
<tr>
<td>Sept. 13&lt;sup&gt;th&lt;/sup&gt; – 15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>To form student groups, Group Game</td>
<td>Case: Kraft Foods Canada - Targeting the Millennials – Marketing Overview</td>
</tr>
<tr>
<td>Sept. 20&lt;sup&gt;th&lt;/sup&gt; – 22&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>Individual group meeting: working schedule, Company Approval, VirtualLab &amp; Zleaf.</td>
<td>Case: Alcatel-Lucent: Marketing the Cell Phone as a Mobile Wallet (A) – Positioning</td>
</tr>
<tr>
<td><strong>Group Signup Form (with the Client’s Signature) is due on Thursday, Sept. 22&lt;sup&gt;nd&lt;/sup&gt;.</strong></td>
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<tr>
<td>Sept. 27&lt;sup&gt;th&lt;/sup&gt; – 29&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Retail Simulation Game Intro. – Instructions and Practice Run</td>
<td>Case: Reed Supermarkets – Competitive Strategy</td>
</tr>
<tr>
<td>Oct. 4&lt;sup&gt;th&lt;/sup&gt; – 6&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Retail Simulation Game Intro. – Instructions and Practice Run</td>
<td>Retail Simulation Game</td>
</tr>
<tr>
<td><strong>Hand-in Case Report is due at 8:30am on Thursday, Oct. 6&lt;sup&gt;th&lt;/sup&gt;.</strong></td>
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<td>Oct. 11&lt;sup&gt;th&lt;/sup&gt; – 13&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Mid-Term Recess</td>
<td>Mid-Term Recess</td>
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<td>Oct. 18&lt;sup&gt;th&lt;/sup&gt; – 20&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Retail Simulation Game - Discussion</td>
<td>Case: Reliance Baking Soda: Optimizing Promotional Spending – Promotion Strategy</td>
</tr>
<tr>
<td>Oct. 25&lt;sup&gt;th&lt;/sup&gt; – 27&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Interim Presentations</td>
<td>Interim Presentations</td>
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<td><strong>Interim Report is due by Friday, Oct. 28&lt;sup&gt;th&lt;/sup&gt; midnight.</strong></td>
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<td>Nov. 1&lt;sup&gt;st&lt;/sup&gt; – 3&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>Group work / Meeting with Dr. Allender</td>
<td>Case: Mountain Man Brewing – Product Strategy</td>
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<td>Nov. 8&lt;sup&gt;th&lt;/sup&gt; – 10&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Group work / Meeting with Dr. Allender</td>
<td>Case: Mission Impossible - Measuring Social Media Return on Investment – Social Media Marketing</td>
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<td>Nov. 15&lt;sup&gt;th&lt;/sup&gt; – 17&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Group work / Meeting with Dr. Allender</td>
<td>Case: Virgin Mobile USA: Pricing for the Very First Time – Pricing Strategy</td>
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<td>Nov. 22&lt;sup&gt;nd&lt;/sup&gt; – 24&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Group work / Meeting with Dr. Allender</td>
<td>Final Presentations</td>
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<tr>
<td>Nov. 29&lt;sup&gt;th&lt;/sup&gt; – Dec. 1&lt;sup&gt;st&lt;/sup&gt;</td>
<td>Final Presentations</td>
<td>Final Presentations</td>
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<td>Dec. 6&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Final Presentations</td>
<td>Final Presentations</td>
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</table>

**Final Report is due by 3:30 pm on Tuesday, Dec. 6<sup>th</sup>.**

**IMPORTANT NOTE:** Use the group work sessions to work on either the final project. The above schedule is to be considered tentative and can be changed by the professor during the semester. You will be given advance notice if such a change is made.
APPENDIX

Detailed appendices will be available in the Outline on Avenue.