Commerce 3MC3
APPLIED MARKETING MANAGEMENT
Winter 2017 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**

Class Times (Class Location):
Section 4 (C04)  
Mon: 2:30-3:20pm;  Wed: 2:30-4:20pm (DSB B107)

Dr. Sourav Ray  
sray@mcmaster.ca  
http://profs.degroote.mcmaster.ca/ads/sray  
Professor  
Office: MGD 212  
Office Hours: by appo.  
Tel: (905) 525-9140 x22370

Nicole Moning  
moningn@mcmaster.ca  
Admin. Assistant  
Office: MGD #203  
Office Hours: 09:00 – 16:00  
Tel: (905) 525-9140 x24436

Hadi Eslami  
eslamh2@mcmaster.ca  
Teaching Assistant  
Office: TBA  
Office Hours: TBA

Course Website:  A2L

**COURSE ELEMENTS**

<table>
<thead>
<tr>
<th>Credit Value:</th>
<th>Leadership:</th>
<th>IT skills:</th>
<th>Global view:</th>
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<tr>
<th>Avenue:</th>
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<tr>
<th>Participation:</th>
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<th>Oral skills:</th>
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<tr>
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<th>Final Exam:</th>
<th>Guest speaker(s):</th>
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<tr>
<td>Yes</td>
<td>No</td>
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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 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; 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 ..... approximately $15 CAD
Purchase a copy at the bookstore – this course pack has all the suggested readings.

There will also be required cases and other in-class handouts and readings.
The cases will be available from two sources.
a) Some cases will be posted on Avenue
b) A limited number of cases you may have to purchase.
Details will be announced in class.
EVALUATION

Components and Weights

A. Class Contribution 20%
B. Hand-In Case Completed by the Group 20%
D. Final Marketing Plan for Industry Project 25%
E. In-class First Oral Presentation 15%
F. In-class Final Oral Presentation 20%
TOTAL: 100%

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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<tr>
<td>A+</td>
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<td>77 - 79</td>
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<td>00 – 49</td>
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A. CLASS PARTICIPATION AND CONTRIBUTION (20%)

Marketing is not a spectator sport. You learn more by doing than by watching. We believe that highly interactive environments stimulate idea generation, enhance communication skills, improve analytical processes, foster collaborative networks, test assumptions, and in general make learning a fun experience! 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. In-class case analyses, exercises, discussions, and group work are the opportunities for participating and contributing. For our marketing class, this means:

- 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
- Active participation in completing class exercises and assignments, which will include quantitative problems
- Working effectively in your group project.

Absence from class is a serious matter, since you obviously can’t participate if you’re not there. If there are legitimate reasons for you to miss class, check the rules pertaining to missed academic work in the section titled “REQUESTING RELIEF FOR MISSED ACADEMIC WORK”.

The key to high contribution grades is making a quality contribution to every class. The participation grades will map to an assessment of the quality of the contribution by the T.A./Professor. The maximum participation grade one can get in a group class exercise will be proportional to the degree of the individual effort component involved in the exercise, as determined by the Professor.

I expect you to be punctual. Keep in mind that walking in late and walking out during an ongoing class can be disruptive. When you are present in class, all pagers, beepers and cell phones should be turned off unless I am notified prior to class of a possible personal emergency requiring them to be on. Reading newspapers or magazines in class, or using your notebook computer for activities other than those related to the day's class, is forbidden. These activities not only impede your learning but also distract and reduce the value gained by your classmates from the course and therefore constitute "negative class participation". I expect you to treat me and your fellow students with respect and in a professional manner at all times.

Participation marks will be posted every week or every other week. If you are concerned, see the TA and then come to see me within two weeks of the class. No changes to class participation marks for the week will be made after that. There are ways I can help you to participate more effectively if your marks are low, so do not hesitate to reach out.

**GROUP WORK**

Groups will consist of four to five people (some exceptions will be made by Professor given class numbers). All members should be attending the same section to facilitate the group activities planned in the first few weeks.

**NOTICE OF INTENT / GROUP SIGN-UP FORM**

- Please complete the last page of this outline and hand in by **Monday, Jan 16** to the TA.

**PEER EVALUATIONS**

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.

The following deadlines regarding the peer evaluations need to be followed, unless the professor instructs you otherwise

- An interim peer evaluation form (attached to this outline) is to be submitted by **4:00pm Monday March 6** to Nicole Moning in DSB 203.

- A final peer evaluation form will be submitted with the completed Marketing Plan, by **4:00pm Friday April 7** to Nicole Moning in DSB 203.

**THESE TWO EVALUATIONS NEED ONLY BE SUBMITTED IF THE DISTRIBUTION IS NOT EQUAL, AND MUST BE SIGNED BY ALL IN THE PRESENCE OF THE 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 peer evaluation process should be a true reflection of each group members’ contribution to the project. You will be expected to resolve any residual conflict using the principle of FAIRNESS. 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. Others may find that their overall project grade will go down. 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. We recommend that this reward system be discussed during the first group meeting.

Past experience with groups has shown that most troubles arise because (a) individuals do not respect the group process, and (b) there is lack of proper communication among group members. The first group meeting should happen in the first two weeks. At this meeting, you might want to choose a group coordinator who will facilitate the work. This is also 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.

### B. GROUP HAND-IN CASE ASSIGNMENT (20%)

CASE: TBA

DUE: **Wednesday FEB 8 IN CLASS, to the TA.**

(Please check the due dates in Submission Deadlines too. In case of any discrepancies, the due dates in the Submission Deadline will be followed).

**IMPORTANT:** Unless the professor instructs you otherwise, the format/structure of the hand-in case is detailed in a later Appendix titled: FORMAT OF HAND-IN CASE WRITE-UP

Your case 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 detailed strategic domain analysis, financial analysis, segmentation grids, 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.

### C. FIELD PROJECT, MARKETING PLAN (55%)

DUE: **BY 4:00PM FRIDAY APRIL 7 TO NICOLE MONING IN DSB-203 (TWO HARD COPIES)**
(Please check the due dates in Submission Deadlines too. In case of any discrepancies, the due dates in the Submission Deadline will be followed).

Each group of students will work with a “client” who needs a marketing plan completed. Students are strongly encouraged to develop their own leads. We also hope to have identified a number of businesses that would like to work with a group to complete a plan, but such is not guaranteed. In either case, you will need the professor’s approval for your proposed project.

There are three **group assignments** for this: two presentations, and the **final marketing plan**.
- During the **first presentation**, the group will present background information about the client and its current marketing practices along with an overview on competition.
- **The second presentation** will consist of a formal presentation of the marketing plan to the entire class (and perhaps the client).

**Group Presentations (15% + 20%)**:

All group members must participate in the presentations. The presentations and resulting discussion period are an opportunity for you to receive feedback and criticisms from me and others in the class prior to either continuing with the marketing plan development or submitting the plan to the client and the professor.

**First (Interim) Presentation (15%)**

**DUE: WEDNESDAY MARCH 1, IN CLASS (ORDER OF GROUP PRESENTATIONS TO BE DECIDED)**

**Final Presentation (20%)**:

**DUE: MONDAY APRIL 3 and WEDNESDAY APRIL 5 (ORDER OF GROUP PRESENTATIONS TO BE DECIDED)**

| IMPORTANT: Unless the professor instructs you otherwise, relevant details of the presentations are given in a later Appendix titled: GROUP PRESENTATION DETAILS. |

The two presentations will be made using the overhead projector or video /data projector available in class. Unless decided otherwise by the Professor, each presentation will be timed and will not exceed
- **15 minutes for the interim presentation** (including discussion or Q & A) and
- **20 minutes for the final presentation** (additional five minutes will be kept aside after each presentation for Q & A / discussion or critique, at my discretion).

**Final Report (25%)**:

**DUE: BY 4:00PM FRIDAY APRIL 7 TO NICOLE MONING IN DSB-203 (TWO HARD COPIES)**

| IMPORTANT: Unless the professor instructs you otherwise, the format/structure of the hand-in case is detailed in a later Appendix titled: MARKETING PLAN STRUCTURE. |

Students must submit a **marketing plan** that is well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important. First class plans contain: no grammatical errors, no spelling errors and no uncorrected typographical errors. YOU MUST
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 have met the same high standards as a plan prepared for the management of a major company. Remember, these marketing plans are written to aid management in making a decision leading to the implementation of a particular strategy. The managers in question 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 reassures 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.

Note:

1. DETAIL IS EXTREMELY IMPORTANT
2. REPORT TRENDS AND FORECASTS
3. THE DEPTH OF YOUR ANALYSIS DEPENDS ON THE DEPTH OF THE RESEARCH YOU CONDUCT
4. LINK UP 4P’s TO ANALYSIS AND SOLUTIONS TO PROBLEMS.
5. “TO DO MORE RESEARCH” IS NOT AN ACCEPTABLE SOLUTION.
**COMMUNICATION**

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

**FEEDBACK**

You will get feedback for at least 10% of your grades by Week #8. You are welcome to talk to the TA for questions about your grades and then approach me for residual clarifications.

I also engage students informally to understand your learning patterns and assess if and how to adjust my teaching style for the term. Do not hesitate to share your thoughts and perspectives. I have many years experience teaching students like you, in commerce and other academic programs. Many of them are now in senior management positions. So, I have a good grasp on both your “pain-” as well as “comfort- points” and will understand where you are coming from.

**RE-EVALUATION REQUESTS**

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 a component to be re-evaluated:

1. The component must be worth 10% or more of the final grade in the course;
2. 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 112;
3. The Area Chair will seek out an independent adjudicator to re-grade the component;
4. 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;
5. If a grade change is made, the student fee will be refunded.

**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:

[link to website]

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

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:

[link to website]
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

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.

**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 of 3 days 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

**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.

Often the constraints of confidentiality may negatively impact the quality of your final project because pertinent information cannot be presented. If a mutually satisfactory compromise cannot be reached with the organization, you may need to look for an alternate project.
A NOTE ON GRADING

The evaluation 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 interpreting 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. 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.

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<tr>
<th>Item</th>
<th>Date</th>
<th>Time</th>
<th>Submit?</th>
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<tbody>
<tr>
<td>Notice of Intent /Group Signup Form</td>
<td>Jan 16, 2017</td>
<td>In class</td>
<td>Hard copy to TA</td>
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<tr>
<td>Hand-in Case</td>
<td>Feb 8, 2017</td>
<td>In class</td>
<td>-do-</td>
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<td>Interim Peer evals (optional)</td>
<td>Mar 6, 2017</td>
<td>4:00pm</td>
<td>Hard Copy to Nicole Moning, DSB 203</td>
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<tr>
<td>Final Marketing Plan and (optional) final peer evals</td>
<td>Apr 7, 2017</td>
<td>4:00 pm</td>
<td>Two hard copies to Nicole Moning, DSB 203</td>
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IMPORTANT: Policies at the university are updated from time to time. The general policies above were in effect at the time of writing them. Please check with the Professor and he/she will be able to guide you to appropriate resources to check if there have been changes.
## COURSE SCHEDULE (C04)

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<th>Wk</th>
<th>Mon (2:30-3:20pm)</th>
<th>Wed (2:30-4:20pm)</th>
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<td>1</td>
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<td>Jan 4</td>
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<td></td>
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<td>* Course Outline; Name-Cards; Course Overview</td>
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<td></td>
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<td>* Preliminary discussions for formation of group</td>
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<tr>
<td>2</td>
<td>Jan 9</td>
<td>Jan 11</td>
<td>TBA</td>
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<td>Group Work</td>
<td>Lecture</td>
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<td>* Group process exercise – roles and rules.</td>
<td>* Format for Case Discussions</td>
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<td>* Marketing Basics; * Ethics and moral boundaries</td>
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<td>* Complete formation of groups</td>
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<td>* Exploring ideas for industry project</td>
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<td>* Work on finalizing group work plan for term project; Responsibilities; Timelines</td>
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<td>3</td>
<td>Jan 16</td>
<td>Jan 18</td>
<td>TBA</td>
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<td>Group Work</td>
<td>In-Class Case: TBA</td>
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<td></td>
<td>* Contact Potential Client</td>
<td>(Focus: From idea to marketing plan; Building a business; Estimating demand)</td>
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<td>* Notice of Intent / Group Sign-up Form</td>
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<td>(Focus: Buyer Behavior; Understanding Value)</td>
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<td>5</td>
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<td></td>
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<td>(Focus: Customer Voice; Marketing Research; Brands)</td>
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<td>(Focus: Market Dynamics)</td>
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<td>(Focus: Marketing Strategy)</td>
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**IMPORTANT NOTE:** Use the group work sessions to work on either the hand-in case or on the final project. The TA will be available during these periods. During Group Project Meetings, the professor will meet individual groups to discuss their field 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.