

**Commerce 4CA3  
Managing and Promoting Health and Healthcare Services  
2020 Course Outline**

**Health Policy and Management Area  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

This course is designed to provide you with an understanding of the marketing issues facing the health care manager and to prepare you to meet those challenges with sound marketing strategies. Topics covered include the nature of marketing health care products (goods, services and ideas) to health care consumers within both for-profit and not-for-profit environments.

**INSTRUCTOR AND CONTACT INFORMATION**

**Friday 11:30-2:20 KTH B105**

**Instructor: Dr. Maureen Hupfer**

**Office: DSB 213**

**Contact Information: 905-525-9140, ext. 24101; [hupferm@mcmaster.ca](mailto:hupferm@mcmaster.ca)**

**Office Hours: Tuesday 2:30-4:30.**

**Course Website:** This course has an Avenue learning website at <http://avenue.mcmaster.ca>.

**COURSE ELEMENTS**

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue to Learn:	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		

## **COURSE DESCRIPTION**

This course provides students with an in-depth understanding of the key concepts and principles of strategic marketing and their application to health care. In the context of the rapidly changing health care environment in various global settings, the course explores the differences and similarities between the marketing of services, tangible goods and ideas (social marketing) and between marketing activities conducted by for-profit and non-profit organizations. The course will consist of lectures, guest speakers, and readings, as well as practical field experience that will require student teams to undertake a marketing consulting project for the City of Hamilton Public Health Services. Throughout the term students will develop skills for analyzing health care marketing problems and determining marketing strategy.

## **LEARNING OUTCOMES**

Upon completion of this course, students will:

- Understand the key concepts of strategic marketing for goods, services and ideas, and how to apply them in the health care sector for profit and non-profit organizations
- Have a working knowledge of the elements of the marketing mix and how to apply them to health care marketing situations
- Have the required skills and understanding of a framework to analyze complex marketing problems and develop strategic plans to effectively address them
- Have obtained real-world team project management experience.

## **REQUIRED COURSE MATERIALS AND READINGS**

There is no required textbook for this course. All of those that are available tend to be dated, very “American” and very hospital focused. If it has been a while since you have taken the introductory marketing principles course, you may want to purchase a used Introduction to Marketing text from Amazon or some other source. Look for a textbook by authors such as Berkowitz, Armstrong, Kotler and Cunningham.

## Avenue Website

On this site you will find:

- PowerPoint lecture notes. If copyright restrictions apply to an image that I am using in class, I am unable to post it on Avenue. Here is our policy: “Avenue to Learn must be used in a manner which does not contravene copyright law. In particular, you must not post copyrighted material on this system, unless you hold the copyright, or have determined that the work is in the public domain or is covered by a license permitting such use, or have first obtained written permission from the copyright owner. Further information about reproducing published works and materials may be found at: <http://www.copyright.mcmaster.ca>.” I also cannot include video clips in the files because that makes them too large for posting. When available, I will post YouTube links.
- In-class case applications;
- More information on the Food Literacy Consulting Project and its components;
- Short case assignments 1 and 2 including instructions for completing these assignments;
- One sample case assignment and its marking scheme;
- Course documents such as this outline and amendments to the course schedule;
- Your marks.

## EVALUATION

Learning in this course is achieved through lectures (including guest speakers), in-class discussion, out-of-class reading, case assignments, and the team consulting project. For team work, students will share the same grade, except where poor peer evaluations indicate otherwise. Your final grade will be calculated as follows:

### Components and Weights

Short Case Assignment 1	Individual	15%
Short Case Assignment 2	Individual	15%
Participation	Individual	15%
Consulting Project and Presentation	Team	55%
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.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 - 100	C+	67 - 69
A	85 - 89	C	63 - 66
A-	80 - 84	C-	60 - 62
B+	77 - 79	D+	57 - 59
B	73 - 76	D	53 - 56
B-	70 - 72	D-	50 - 52
		F	00 - 49

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

### **Short Case Assignments (15% each)**

These assignments are to be completed individually without discussion among your classmates. These deal with food literacy topics and include questions that require the application of marketing theory. These assignments are to be posted to the Avenue DropBox on the dates indicated on the course schedule as well as submitting hard copy to the DSB Drop Box on the second floor. Late submissions will be accepted by email but will be subject to a 20% per day grade deduction. Students who use an MSAF for an assignment will receive a one-week extension.

### **Participation (15%)**

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class (please use the first name that you prefer to be called.) Since student involvement is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. I will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes. If your photo is not available on Mosaic (this would be the photo on your Mac ID), I will be asking you for one.

I will be assessing your participation throughout the term beginning in Week 3 using a four-level grading scheme (0 = not present, 1 = present but very little or no involvement, 2 = moderate involvement, 3 = active, thoughtful commentary). Marks will be recorded on Avenue and you should be checking these postings to ensure that they are consistent with your record of attendance and degree of contribution.

### ***Food Literacy Consulting Project (55%)***

You should organize yourselves into teams of five or six, depending on enrollment. Each team will be acting as consultants to the City of Hamilton regarding the promotion of Food Literacy Month October 2020. Specifically, you will be conducting both secondary and primary research that will lead to a marketing plan for this event in Hamilton. Please see the Project Description in the Project Files folder for a more complete description and note that the project has been divided into phases including secondary research, primary research and final report/presentation that are deliverable throughout the term. This schedule will facilitate your time management and will allow me to provide feedback on deliverables throughout the term.

In addition to constituting a large proportion of your grade for this course, the project is a very important part of the learning process. It provides a way for you to apply the theories and concepts that you are learning in the course to a real health care marketing management situation. It also may provide an opportunity for you to gain familiarity with an organization and/or dimension of health care that you have not yet experienced. The project also offers a way for the organization to benefit from your expertise and hard work in addressing a challenging marketing issue. Finally, it contributes to strengthening the linkage between McMaster and the health care community.

It is very important for you to remember that you are representing the DeGroote School of Business and the university as a whole; your project must be thoroughly researched and well written. In addition, I have received grant money to fund data collection for this project and will need to report on your success. The pace will be intense and there will be uncertainty/ambiguity involved because we are working with a real client that has their own busy schedules and responsibilities. I also am working to bring more guest speakers into the class if their schedules permit.

I will be acting as the “project manager” and will be asking your group to submit consensus peer evaluations with each project component. Group members will receive the same grades unless I see evidence that not all students are making equal contributions. Note that if you want an extension on a project component, ALL group members must submit an MSAF. If a group member needs to use an MSAF for the final project submission and presentation, it will be up to the group to decide if that person has done enough work beforehand to deserve the group grade.

## 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](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 individual work;
3. Copying or using unauthorized aids in tests and examinations.

## AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to; [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

## ONLINE COURSE COMPONENTS

In this course we will be using Avenue to Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

## REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below; <http://ug.degroote.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

## STUDENT ACCESSIBILITY SERVICES

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](mailto:sas@mcmaster.ca).

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

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

## ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

## POTENTIAL MODIFICATION TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to 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. For 4CA3, it is the responsibility of the student to check their McMaster email and course websites **DAILY** during the term and to note any changes.

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be

communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

## ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4CA3 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.

## 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.

Note that you are required to submit ethics application material to the McMaster Research Ethics Board committee that reviews student projects. These documents include your survey items, letter of information/consent and a description of incentives as well as withdrawal procedures. I will be submitting these on your behalf.

**COURSE SCHEDULE**

**Commerce 4CA3  
Managing and Promoting Health and Healthcare Services  
Winter 2020 Course Schedule**

**NOTE: Schedule subject to change during the term if needed**

**Note that we may have the opportunity to attend Hamilton Food Literacy Network meetings/events. I realize that not everyone will be able to attend; those who can attend will need to complete a waiver for off-campus travel.**

Week	Date	Topics	Preparation
1	Jan 10	<ul style="list-style-type: none"> <li>Go over course outline and general project description</li> <li>Get to know each other</li> <li>Introduction to Health Care Marketing</li> <li>Social Marketing</li> <li>Healthy Eating example</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Read article on Avenue re: Social Marketing</li> </ul>
	<b>Jan 14</b>	<ul style="list-style-type: none"> <li><b>Add/drop day</b></li> </ul>	
2	Jan 17	<ul style="list-style-type: none"> <li>Guest speaker(s) from the City of Hamilton Public Health Services</li> <li>Marketing Strategy</li> <li>Segmentation</li> <li>Case application 1 (on Avenue)</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Choose team members (groups of 5 or 6)</li> </ul>
3	Jan 24	<ul style="list-style-type: none"> <li>Guest Speaker McMaster Library</li> <li>Consumer Behavior</li> <li>Case Application 2 (on Avenue)</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>
4	Jan 31	<ul style="list-style-type: none"> <li>Consumer Behavior, continued</li> <li>Case Application 3 (on Avenue)</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Stop, Start, Continue</li> </ul>
5	Feb 7	<ul style="list-style-type: none"> <li>Go over Stop, Start, Continue</li> <li>Consumer Behavior, continued</li> <li>Case Application 4 (on Avenue)</li> <li><b>Short Case Assignment 1 due 3:00 pm (electronic copy on Avenue, hard copy in DSB 203 drop-box)</b></li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>

6	Feb 14	<ul style="list-style-type: none"> <li>• Product Strategy</li> <li>• Marketing Research and Ethical Issues</li> <li>• Workshop on quantitative data collection and analysis</li> <li>• Case Application 5 (on Avenue)</li> <li>• <b>Group Project Component 1 (Secondary research re: food literacy event promotion) due 3:00 pm (electronic copy on Avenue, hard copy in DSB 203 drop-box)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
	<b>Feb 21</b>	<b>Midterm Recess no class</b>	<b>Enjoy!</b>
7	Feb 28	<ul style="list-style-type: none"> <li>• Promotion Strategy</li> <li>• Communication Strategy</li> <li>• Case Application 6 (on Avenue)</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
8	Mar 6	<ul style="list-style-type: none"> <li>• Communication Strategy, continued</li> <li>• Case Application 7 (on Avenue)</li> <li>• Guest Speaker Jared Lenover Marketing and Communication Strategist DeGroote</li> <li>• <b>Group Project Component 2 (BAO description) due 3:00 pm (electronic copy on Avenue, hard copy in DSB 203 drop-box)</b></li> <li>• Class time for working on survey data items</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
	<b>Mar 11</b>	<ul style="list-style-type: none"> <li>• <b>Project Component 3 (survey data items) due 3:00 pm (electronic copy on Avenue, hard copy in DSB 203 drop-box)</b></li> </ul>	
9	Mar 13	<ul style="list-style-type: none"> <li>• Pricing</li> <li>• Creating single survey for data collection</li> <li>• Last day withdrawal without penalty</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> <li>• Read article on Avenue re: Obamacare</li> </ul>
10	Mar 20	<ul style="list-style-type: none"> <li>• Distribution (Place)</li> <li>• Case Application 7 (on Avenue)</li> <li>• <b>Short Answer Assignment 2 due</b></li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
11	Mar 27	<ul style="list-style-type: none"> <li>• Controlling and Monitoring</li> <li>• Course evaluations</li> <li>• Class time for working on project</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
12	Apr 3	<ul style="list-style-type: none"> <li>• <b>Final Class: Presentations and Project due</b></li> </ul>	