

**Commerce 3MC3
Applied Marketing Management
Winter 2020 Course Outline**

**Marketing Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course builds upon material covered in *Commerce 2MA3 - Introduction to Marketing*, but it is more applied in nature as marketing is something you learn by doing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyze the business environment in which organizations operate. A major field project, which has student teams working with companies, is a critical part of this course.

INSTRUCTOR AND CONTACT INFORMATION

Instructor (C07)
Dr. Mohammad B. Kayed

kayedmb@mcmaster.ca
Office Hours : By Appointment

Teaching Assistant (C07)
Haoze (Hugh) Chen

chenh169@mcmaster.ca
Office Hours : By Appointment

**** Check Avenue to Learn daily. It will be used to communicate important information/deadlines ****

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	No
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:	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 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 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

COMMERCE 3MC3 CUSTOM COURSEWARE PACKAGE

Available at the bookstore. We share the same courseware pack with cores C01 and C02 (Taught by Professor Marvin Ryder).

EVALUATION

Components and Weights

A.	Participation and Class Contribution	20%
B.	Hand-In Case Completed by the Group	20%
C.	Marketing Plan (<u>due Monday, April 13, 2020</u>)	30%
D.	In-class Oral Interim Presentation	15%
E.	In-class Oral Final Presentation	15%
TOTAL:		100%

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the Commerce Grade conversion scheme shown below:

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

A. PARTICIPATION AND CLASS CONTRIBUTION (20%)

This refers to the spoken comments that you make in class during the case discussions. 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, and testing assumptions. 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. Class contribution marks are based on the quality as well as the quantity of participation. You should think carefully about the contribution your comments will make to understanding and resolving the issues in class discussions. On the other hand be sure you do contribute. No class contribution results in **ZERO** marks. Marks are not awarded for attendance but if you are absent from class you have lost a chance to contribute to a class discussion.

To maximize your chances to earn contribution marks:

- Be prepared for class work and discussion by reading and analyzing the assigned case;
- **Bring your name tag to EVERY class & display it. I & the TA need to learn your name;**
- Be willing to debate issues – rarely is there only one “right” answer to a question; and
- Add interesting/ relevant information from another source which is related to the case/course.

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, you need to provide documentation within one week of returning to school 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.

B. GROUP WORK

You will form groups of five people (or six given instructor permission). Each group has a case assignment to complete. The group is also responsible for completing a Marketing Plan for a client and for making in-class presentations of the plan. All group members should be attending the same class section. Please complete the last page of the course outline and submit it **NO LATER THAN Friday, January 24th**.

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 peer evaluation form (attached to this outline) should be submitted no later than **Monday, April 13th**, with the completed Marketing Plan. If I do not receive a peer evaluation form from you, I will assume that you feel each member of the group contributed equally.

Past experience with groups has shown that most troubles arise because individuals do not respect the group process. The first group meeting should happen during the 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.

C. HAND-IN CASE (DUE TUESDAY, FEBRUARY 11TH) ; SUBMIT VIA AVENUE

Your case should be **no longer 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, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked. Any other elements of the case analysis do not belong in the Appendices and if included they will not be marked.

In terms of appearance, your objective is a case that is up to the best business standards. That means that your case should be typed and double-spaced, should have one inch margins all around and should employ a font size of no smaller than twelve points. Whole numbers twenty or less should be written in words. Good English grammar and spelling count so edit carefully. Marks will reflect this.

Do not expect to run the spell checker and consider your paper proofread. Spell checkers are not fool proof and there is no substitute for the pride you show in your work by manually proof reading it before it is submitted. Do not make the marker proofread for you!

TIMING

Written case assignments will be accepted for grading only by class time on the assigned due date. Please do not wait until the day the report is due to complete it. Viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things.

FORMAT

Please use the suggested case solution template listed below for your case submissions.

Section	Contents
Title Page	Title of case, date, group number, and list of team member names and student numbers
Table of Contents	Major sections of paper, exhibits, appendices with titles
Introduction and Problem/Issue Identification	State the main issues of the case omitting descriptive details. This may take the form of a problem statement but it may be a statement of a marketing opportunity to which the firm may be able to react. Distinguish between the issues as seen by the “actors” in the case and additional issues perceived by you. This section gives the case report focus. All following sections should then be analyzed in terms of what it means to the problem at hand.
Marketing Audit	Describe the company’s current target market and marketing mix (4P’s). The audit is a statement of case facts requiring relatively little interpretation by the group. You may have to make some assumptions to complete gaps when information is not explicit. For instance, the exact pricing strategy may not be explicitly stated but the pricing strategy can be inferred from information presented in the case. This is the current marketing strategy. This is the logical starting point since the primary purpose of your analysis is to produce a superior marketing strategy for the company.
Internal Analysis	This is a listing of the company’s key strengths and weaknesses. They are internal to a firm and directly controllable by management. Each strength or weakness should consist of a statement of the company characteristics taken straight from the case and then the implication of the case fact. This answers the question – “So what?” – And gives the characteristic meaning in terms of the firm or the problem. Use one sub-heading for “Strengths” and one for “Weaknesses.” You may

Section	Contents
	<p>also find that several characteristics can be grouped. For instance you might want to suggest that a firm is innovative because: 1) it launches one new product per year; 2) it invests in new technology to streamline operations; and 3) invests heavily in research and development. These are not three separate strengths but three aspects of one strength.</p> <p>Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the company as strong or weak.</p>
External Analysis	<p>This is a listing of the key opportunities and threats in the environment. They are external to a firm and are not completely controllable. They may be trends to be embraced or exploited but they may also be trends which could hurt the company or its products/services. Use the same format here as you used for the Internal Analysis. Remember to both identify the opportunity or threat and then the implication of this fact for the firm or problem.</p> <p>Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the environment as more threatening or filled with opportunity.</p>
Alternative Strategies	<p>The correct number of alternatives might be suggested by the case. For instance, should a certain product be launched? Other cases are more open-ended and the group could generate a near infinite list of alternatives. As a rule of thumb consider <u>no less than three alternative courses of action for the company and certainly no more than five.</u></p> <p>Each alternative should consist of a description of the prospective marketing strategy (some combination of new/revised target market and/or 4P's) and an analysis of its pros and cons. The analysis should focus on the strategy's ability to repair weaknesses, mitigate threats, build on strengths, or exploit opportunities facing the company. Be clear and concise. You are writing a business report – not an essay.</p>
Recommended Strategy	<p>State which <u>one</u> of the alternative strategies you recommend. Justify your choice by saying why you rejected the other alternatives. Do not name a strategy here that was not described and evaluated in the previous section.</p>
Implementation Plan	<p>This is the action plan (when and what) that puts the recommended strategy into effect. It flows directly from the chosen strategy but should overlap it very little. This is not a restatement of your recommended strategy. It probably will help to create a timeline with defined steps/stages.</p> <p>Students are often surprised that some very major activities (i.e., acquiring a company) belong in this section. Marketing strategies consist solely of decisions about target markets and the Four P's. An acquisition is a way to obtain a new product once the strategic decision has been made to launch one. An implementation plan considers what has to happen, when it has to happen, who makes it happen, and, where possible, how much should be budgeted to make it happen. Financial projections, budgets, and contingency plans are typical parts of a well-executed implementation plan.</p>
Bibliography	<p>Only necessary if you use any material from outside the case itself. Use the Citation Guide provided in the courseware pack as a guideline.</p>

D. MARKETING PLAN (60%) REPORT DUE MONDAY, APRIL 13TH, VIA AVENUE

Each group of students will work with a “client” who needs a marketing plan completed. This gives plans a sense of reality. **Students must develop their own leads. Do NOT work with chain stores or franchises where a Head Office sets the marketing strategy. Do NOT work with a client less than one year old. The best clients are independently owned and operated businesses.**

Each team will make **two** presentations to the class. 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 rest of the marketing plan to the entire class (and perhaps the client).

These presentations will be made using PowerPoint and the video/data projector available in class. Please familiarize yourself with the use of this equipment. Each presentation will be timed. The interim presentation should not exceed **ten** minutes (with an additional **five** minutes for discussion or Q & A). The final presentation should not exceed **fifteen** minutes (with an additional **five** minutes for discussion or Q & A). All group members must participate in the presentation. The presentations and resulting discussion period are an opportunity for you 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. You should dress in **business casual attire** for the presentation. No “agenda slide” is needed since all teams are using the same presentation template. The general outline you can follow is:

Interim Presentation (15%) – Starting Week of February 24, 2020

1. Company History/Major Business or Marketing Milestones
2. Current Marketing Strategy: 4P's, Target Market/Segmentation
3. Marketing Problem/Objectives (Quantitative and Qualitative)
4. Competitive Advantage (and Disadvantages?)
5. Competitive Environment – Primary/Secondary Competitors

Final Presentation (15%) – Starting Week of March 30, 2020

1. Marketing Problem/Objectives
2. Competitive Environment – Analysis of Primary/Secondary Competitors
3. Company Resources and Experiences
4. Analysis of Demand: market size and trends
5. External Analysis: Economic, Socio-Cultural Trends, Demographics
6. Three Alternative Marketing Strategies

Submit Your Electronic (.pdf) Marketing Plan Report (30%) via Avenue by 6:00 pm on Monday, April 13th, 2020

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.

MARKETING PLAN STRUCTURE

While your actual structure will depend on the type of product/service studied, use this as the required outline for your marketing plan. In terms of appearance, your report must meet best business standards. That means typed, with page numbers, double-spaced, one-inch margins all around, and in a font size no smaller than twelve points. Whole numbers twenty or less should be written in words. Good English grammar and spelling count so edit carefully.

A major problem of marketing plans has been a lack of “specifics.” For instance, in analyzing competition, some people merely mention a company name and store location. A full discussion of a competitor includes its strategies, product lines, whether it is growing or declining, and how it will have an impact upon the business. Similarly, describe the target market in more detail than simply saying “Baby boomers.”

The best marketing plans are not a simple academic exercise but read as if a real business would be able to execute a plan from this blueprint.

The Innis Library has gathered resources that may assist you with completing the course project. You can access them through: <http://libguides.mcmaster.ca/commerce3mc3>

TITLE PAGE

Contains: the name of the contact and organization centred on the page; course, section and group number; group member names and student numbers; instructor's name; and date.

LETTER OF COOPERATION

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

EXECUTIVE SUMMARY – ONE TO TWO PAGES

An executive summary should give a quick summary of the entire plan including the major findings and recommendations. The reader should be able to read this alone, and understand your analysis and decision. It is not an “introduction” to the plan or document. You should not introduce new information into the Executive Summary. The reader may find that the information contained in the Executive Summary is sufficient, or if s/he decides to read the complete marketing plan, the Executive Summary is preparation for the analysis that follows.

TABLE OF CONTENTS – WITH PAGE NUMBERS ATTACHED TO SECTIONS AND CONTENTS OF APPENDICES IDENTIFIED – NOTE: BOTH THE EXECUTIVE SUMMARY AND TABLE OF CONTENTS DO NOT HAVE PAGE NUMBERS. PAGE NUMBER ONE BEGINS WITH THE NEXT SECTION.

COMPANY INTRODUCTION – ONE PAGE

The introduction should provide background/history on the company, its owners, the industry sector classification, etc.

PROBLEM IDENTIFICATION – ONE PAGE (OR LESS)

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 symptoms or alternative courses of action. USE FACTS. A single problem will give focus to your report.

The “typical” problem in this course is a gap between actual and desired state (e.g., sales). In this section, you can show a graph of past company revenues and then desired revenue levels for the next year or two. Don't confuse possible solutions with the underlying problem. A problem is NOT “to increase awareness through advertising.” This is a means to achieve a desired end – not an end in itself. Another weak problem statement would be “Market share is going down”. A better version would tell the reader the rate of decline, compare it to previous years and to industry trends. There could be many reasons why market share is going down, and thus many possible solutions. You will discover these reasons when you do your analysis in subsequent sections.

MARKETING AUDIT - TWO TO FOUR PAGES

Offer full details on the 4P's and target market. Defining the target market is critical – don't be afraid to use geographic, demographic, and psychographic segmentation to get a picture of target customers. All marketing practices are detailed in this section but not critiqued.

MARKETING OBJECTIVES – ONE PAGE (OR LESS)

This is a list of specific and measurable objectives for the next one to three years. They usually involve sales dollars and sales volumes to be achieved. For some groups, the objective may be a

simple restatement of the desired sales specified in the problem section. Other groups may feel that closing the gap is too big of a task and their objective will be to close a portion of the gap. Along with quantitative objectives, there may be some qualitative objectives or goals. Again be careful that your objectives are not solutions to the problem. An objective “to advertise more” or “to develop a customer loyalty program” are solutions to the problem and should not be stated here. No more than one-half page for each type.

COMPETITIVE ADVANTAGES (DISADVANTAGES?) – ONE TO TWO PAGES

Why is this product/service/company superior to its competitors? I have seen people list five or six things but many of the so-called advantages are items where the company is just as good as competitors or the advantage is not measurable (i.e., friendliest service). Many companies only have one or two competitive advantages. These need to be recognized as they are the cornerstone on which a marketing plan is built. You may find that the company also has some major handicaps over which it has no control. These competitive disadvantages should be identified. Clearly a plan may have to address these disadvantages as well. NOTE: Not every company will have competitive disadvantages.

COMPANY RESOURCES AND EXPERIENCES – ONE TO THREE PAGES

Generally, strengths and weakness come from an analysis of the company. Two previous sections have allowed you to identify the unique strengths which form a competitive advantage and the marketing audit has allowed you to identify marketing strengths and weaknesses. This section allows you to complete the analysis of strengths and weaknesses by looking at the other aspects of the business (i.e., management, human resources, finance, technology, production, information management, etc.). You can think of this as a place for “*miscellaneous*” company strengths and weaknesses.

ENVIRONMENTAL ANALYSIS

This section is the largest in your report as you examine four key external environments:

- Demand and Demand Trends – Justify potential demand using secondary (historical) data and primary data (gathered locally from potential customers). Estimate the size of the market in dollars or units sold and how these numbers might grow. What share of the market should this business get? Remember – businesses do not fail because no one buys its products/services; businesses fail because not enough people buy its products/services!
- Social, Cultural, Demographic factors
- Economic and Business Conditions
- Competition – Primary competitors (no more than six with a half page summary of each) and secondary competitors/substitutes – identify location, number of employees, age of business, volume of business, its major customers, its major product lines, how aggressive it is, any sense of sales/profits, market share, etc. *Most important – what is each primary competitor’s competitive advantage?*

The “Competition” and “Demand and Demand Trends” sections will each be four or five pages and will be the “meat” of your report. Remember – a lot of small business owners are working with “gut feel”. It is our responsibility to expose them to the “facts” in the environment for their product or service. Focus on identifying trends and developing forecasts. Graph your information or display it in a table – use pictures and save words (A chart/picture is sometimes worth a thousand words).

All groups will undertake a short survey of 30 to 50 consumers. When you present these results begin by giving some context. How many people did you survey? When was the survey completed? Where was the survey completed? How were respondents selected? Don't say they were "randomly selected" but tell me exactly how you picked them. Include your questionnaire in an appendix. A common mistake is that students will only talk about the findings from one or two questions on their survey. You should summarize and discuss all findings from your survey.

NOTE: THERE ARE SOURCES OF INFORMATION OTHER THAN THE INTERNET. DO NOT MAKE THE MISTAKE OF LIMITING YOUR RESEARCH TO THIS ONE SOURCE ALONE.

THREE ALTERNATIVE STRATEGIES

Discuss three possible solutions to the problem identified at the start of the report. Each solution should build on evidence you have uncovered in previous sections. Begin by describing the prospective strategy (list changes to 4P's, the target market(s), positioning) and then do an analysis (pros and cons) of the strategy. Show how the strategy should help achieve the marketing objectives of the company. Remember, the strategies must fit with the resources of the organization. Try to develop alternatives that will "wow" your client company!

You should show a budget of costs to support each strategy. Include printing quotes, advertising rates, etc. To calculate the cost of advertising in newspapers, you will need to consider which newspapers to use, the size of the ad, how often the ad is placed, where within the newspaper it is placed, and the use of colour. Just saying "spend \$15,000 on newspaper advertising" is not enough. Balancing the costs, you should also show projected increases in revenue and gross profit.

RECOMMENDED MARKETING STRATEGY – ONE-HALF TO ONE PAGE

The logic of your recommendation must be clearly explained. A *decision matrix* with evaluation criteria and scoring of alternatives may be useful here.

IMPLEMENTATION PLAN – TWO PAGES

List specific action steps and include a time line. Incorporate possible competitor reactions and checkpoints. Ensure that the time period in your implementation matches the time considerations in your objectives. Outline the controls that will be used to monitor progress and allow management to review implementation results.

APPENDICES

Tables, graphs, maps, etc. should be *in the main report*. This is a place to put supporting documents (say a copy of your survey or a particularly relevant article) or long calculations or lists of data.

COMMUNICATION AND FEEDBACK

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential e-mail to Dr. Sourav Ray, Area Chair (sray@mcmaster.ca) or the Associate Dean, Susan McCracken (adbusac@mcmaster.ca).

Students who wish to correspond with instructors or TA's directly via e-mail must send messages that originate from their official McMaster University e-mail account. This protects the

confidentiality and sensitivity of information as well as confirms the identity of the student. E-mails regarding course issues should NOT be sent to the Area Administrative Assistant.

Your instructor will 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-Academic/Studies/Form_A.pdf

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 Room 209 (receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB/104. The Area Chair will seek 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 twelve 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.

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 – for example, 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:

<http://www.mcmaster.ca/academicintegrity>

The following illustrate only three forms of academic dishonesty:

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

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

A student may request relief from a regularly scheduled class discussion, presentation, or other course component for: medical reasons; religious reasons; representing the University at an academic or varsity athletic event; conflicts between overlapping exams or course requirements; work commitments (part-time students only); or other extenuating circumstances. In this course, those requests will be handled in one of two ways: a) for absences from classes lasting up to three (3) working days; or b) for absences from classes lasting more than three (3) working days.

a) For absences from classes lasting up to three (3) working days

A student must use the McMaster Student Absence Form (MSAF). This is an online, self-reporting tool, for which submission of medical or other types of supporting documentation is not normally required. A student 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 final grade. A student must follow-up with their course instructor 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 to determine the appropriate relief for missed term work in his/her course.

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

Please visit the following page for more information about the 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) working days

A student cannot use the MSAF. They **MUST** report to the Student Experience-Academic Office to discuss their situation and will be required to provide appropriate supporting documentation. A student who wishes 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 to discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

A student who requires accommodations to meet a religious obligation or to celebrate an important religious holiday must make their requests as early as possible. If you need scheduled health care (e.g., rehabilitation after an accident or wisdom teeth removed), do not schedule it opposite a class and then seek accommodation. Students should not design their class schedule to create a conflict between two courses. If they do, an instructor is not obligated to provide any accommodation.

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 business; 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. Cases will be graded on an index of 10. This does not mean that 5 out of 10 represents 50% and a D-. Similarly, when percentages are reported, they should not be automatically interpreted as letter grades according to the registrar’s conversion system. When your work is returned after grading, you will be informed regarding how your performance should be interpreted for that particular item.

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 with which you are working 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.

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 the 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. SAS can be contacted by phone at 905-525-9140 ext. 28652 or via e-mail at 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>

COURSE EVALUATIONS

About the tenth week of the course, a formal evaluation of the instructor and the course will be conducted by the Centre for Continuing Education. All students are expected to participate in this evaluation as your answers will be used to help change the course structure and your evaluation of the instructor will be used in tenure, promotion and merit pay decisions.

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 e-mail and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation in the various learning activities of COM3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during classes. **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.

COURSE SCHEDULE: POSTED ON AVENUE

Student Peer Evaluation Form (for Group Projects)

Instructions:

- This form should be used **only** in cases where team members' contributions are not equal. If all members contributed equally to the project, please do **NOT** submit an evaluation form.
- Fill out the below form for every person in the group including yourself.
- Make sure that you provide supporting arguments next to each rating.
- Please be objective and fair in your evaluation as it will have a material impact on your peer's grade.
- Ratings to be done on a scale of 1 to 5 where 5 indicates "greatly exceeded expectations," 4 indicates "exceeded expectations," 3 indicates "matched expectations," 2 indicates "below expectations," and 1 indicates "way below expectations."
- You can complete this form (if needed) and email a scanned, signed copy to your TA.

Student Name :
 Student ID :
 Cohort Number :
 Team Name :
 Company Under study :

Student Peer Evaluation Table

<i>Member Name</i> <small>(Last name, first name)</small>	<i>Rating</i> <small>(1 to 5 scale)</small>	<i>Supporting Arguments</i>

Signature : _____

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

GROUP FORM – Due to instructor by Friday, January 24, 2020

GROUP #: _____ (To be assigned)

STUDENT NAME

ID#

EMAIL

1. LEADER: _____

2. _____

3. _____

4. _____

5. _____

6. _____

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/e-mail address.

