Commerce 3MC3
APPLIED MARKETING MANAGEMENT
Fall 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. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyse the business environment in which organisations operate. A major field project, which has student teams working with businesses to audit current practices, study the environment and develop a marketing plan, is a critical part of this course.

INSTRUCTOR AND TA CONTACT INFORMATION

Mandeep Malik
Associate Professor, Marketing
Email: malikm@mcmaster.ca

Core 9 Monday - 11:30 to 12:20 pm and Wednesday- 11:30 to 1:20 pm
TA for Core 9: Bharat Vaishnav, Phd Candidate
email: vaishnab@mcmaster.ca

Core 10 Monday - 2:30 to 5:20 pm
TA for Core 10: TBA

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker:	No

COURSE DESCRIPTION

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

COURSE DELIVERY

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Live Case Discussions	Synchronous	Live discussion led by the professor	**Zoom**
Live Lectures	Synchronous	To guide and prepare students for marketing project; group work and case analysis	**Zoom**
Readings	Asynchronous	Students will read and prepare for in-class discussions	**Required course pack. Posts on Avenue.**
Group Work	Asynchronous	Work in groups of SIX to complete case assignment, two oral presentations and marketing plan report	**At each group's discretion**

LEARNING OUTCOMES

The course will help you to:

1) Understand the application of basic marketing concepts
2) Develop basic skills in marketing analysis, decision making and strategy formulation;
3) Test your skills in communicating analysis, conclusions, and recommendations; and
4) Understand the environmental, global, and ethical dimensions of marketing decision making given the dynamics of business markets and customer nee

REQUIRED COURSE MATERIALS AND READINGS

Custom Courseware – **3MC3 Cases and Readings**
• Purchase a copy through the bookstore – PLEASE MAKE SURE YOU BUY THE CUSTOM COURSEPACK OF YOUR INSTRUCTOR

MANDATORY ZOOM ACCOUNT It is a REQUIREMENT of this course that you have a Zoom account and that your Zoom account is created with your McMaster University email address. You will log in for ALL case discussions WITH VIDEO AND AUDIO.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

EVALUATIONS	WEIGHT	DESCRIPTION
Participation and Class Contribution	20%	Determined based on a combination of attendance and actual verbal contribution during discussion of assigned cases and some assigned short written /video submissions
Group Case Analysis	20%	Formal written analysis of an assigned case discussion – maximum ten pages of text plus exhibits
Marketing Plan	30%	Formal written document written to solve a problem for a client company and shared with both the company and the professor (due Monday, December 14, 2020)
Interim Group Oral Presentation	10%	TWELVE MINUTE group PowerPoint presentation delivered by all group members using Zoom. Followed by THREE MINUTES FOR Q & A
Final Group Oral Presentation	20%	TWENTY MINUTE group PowerPoint presentation delivered by all group members using Zoom. Followed by FIVE MINUTES FOR Q & A

A. CLASS PARTICIPATION AND CONTRIBUTION (20%)

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

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

Interim participation marks will be available through the TA about half way through the course. Please take the initiative to review your progress with the TA. Absence from class is a serious matter, since you obviously cannot participate if you are not there. If there are legitimate reasons for you to miss class, you need to provide documentation to the Academic Programs Office.

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

Distance learning brings challenges to in-class communication. We will work together to conquer all these challenges. There are several protocols and suggestions for participating in a virtual classroom.

Protocols:

- Login meetings with your Zoom account associated with your McMaster email address.
- You are required to keep your camera on during the class discussion. You are required to keep your mic muted when listening others' comments. Please remember to unmute your mic when making comments to the class.
- Make sure your full name is displayed as your "screen name" in the Zoom meetings. I may "cold call" on you during class sessions. If you do not feel adequately prepared and do not want to be called upon, please let me know at the beginning of class.

Suggestions:

- Make sure your video and audio settings work properly. Consider using a pair of headphones or earphones.
- Be familiar with Zoom functions, especially "mute/unmute," "raising hand," voting, messaging, sending and receiving files.
- You can type in your questions/comments in the chat window when you don't have a chance to present them orally. However, please understand that the professor and the class may not have time to read them during the discussion. Except for some special situations, the typed messages will not be counted towards your participation marks.
- Be prepared for occasional internet connection problems. When you encounter such a problem, please inform the TA immediately via an email.

B. Group Work

Groups will consist of SIX students (some exceptions will be made by instructor given class numbers). **All members should be attending the same section**. Please complete the last page of this outline and **upload to Avenue as a scanned PDF by September 24th, 2020.**

<u>80% of your mark in this course is teamwork so choose your fellow group members wisely</u>. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. An interim peer evaluation form (posted on Avenue) is to be submitted after interim presentations and a final peer evaluation form will be submitted along with the completed Marketing Plan. *These two evaluations need only be submitted if the distribution is not equal and must be supported with a confirmation sent by each member using their McMaster University 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). Peer evaluations MUST be supported by documentation / emails that are evidence of feedback given and expectations set for the defaulting team member(s)*

The result of this process is a true reflection of each group members' contribution to the project. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. <u>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</u>. Others may find that their overall project grade will go down - <u>note: the peer evaluation process can impact you negatively with no cap on the grades you can drop.</u>

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

C. Hand-in Case (20%) – `Fortron' Due Friday October 9th at 4pm – Upload to Avenue DropBox as a PDF document

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

Section	Contents
Title Page Table of Contents	• Title of case, date, Group Number and names / student numbers of team members • Major sections of paper, exhibits
Problem/Issue Identification *Worth about 5%*	• Think about symptoms (indicators of business performance) and root causes (reasons for gap in performance if any) • Your perception of the problem may be different from that of "players" in the case. All following sections should be analysed in context of the problem • The dilemma proposed in the case by the author is NOT to be regurgitated
Marketing Audit *Worth about 20%*	• Identification of current marketing practices i.e. details of 4P's and Current Positioning (if evident); • Current Target Market / Segmentation Strategy / Consumer Needs and Decision Criteria. • Some of the current strategies may not be evident but can be inferred
SWOT (Internal and External Analysis) – *Worth about 40%*	• Critical analysis of the firm's key strengths and weaknesses – they are directly controllable by management. Should be taken only from the case and discussed using the "So what?" argument – giving the implication on the problem / challenge • Thorough analysis of external environment – identification of opportunities and threats given the Social / Cultural trends; Demographic Trends; Economic, Political, Legal or Technological Influences etc. (focus only on what is presented in the case – ***do not undertake any external research***). Use "So what?" to argue implications for firm or the problem at hand • Use one sub-heading for Strengths, one for Weaknesses, One for Opportunities and One for Threats • You may also find that several characteristics can be grouped. For instance you might suggest that a firm is innovative because a. it launches new products every year; invests in new technologies and invests significantly in R & D. Focus on the SW or OT most important to problem and goals • ***Note: If you find yourself writing, "The firm has an opportunity to …" you have identified a marketing tactic not an opportunity. A controllable issue is NOT a part of the external environment.***

Section	Contents
Business Objectives and Marketing Strategy (two alternatives) *<u>Worth about 25%</u>*	• Propose and argue the quantitative and / or qualitative objectives you wish to achieve; based on numbers in case • Propose two strategies to solve the problem / achieve objectives. Clear, detailed marketing mix for each alternative – 4P's and Target Market (highlight new or emerging needs you are targeting). You need not make changes to each P in the mix. • Use of relevant marketing tools to support alternatives • Ensure direct link between alternatives and analysis of current marketing situation / opportunities / threats. Discussion of pros and cons. • Identify one of the two strategies as the one you recommend. Discuss reasons for choosing this over the other alternative – decision criteria
Implementation Plan *<u>Worth about 5%</u>*	• Calendar action plan of key activities to implement strategy • Addresses the *what, when and how* (if enough information is available then it can include the *who and where*) • Can be proposed in chart form
Bibliography	• Only necessary if you use material from outside the case. The contents of the case need not be referenced.
Case Assignment Format Guidelines *<u>Worth about 5%</u>*	• Ten Pages **<u>not</u>** including title page, table of contents, reference and appendices (essential elements of the case like 4P's and SWOT do not belong in the appendices) • Typed using a font size of twelve, double-spaced and with one-inch margins all around. Good grammar and spelling – whole numbers ten or less should be written in words

D. MARKETING PLAN

Each group of students will work with a "client" who needs a marketing plan completed. Students are encouraged to develop their own leads.

MARKETING PLAN CLIENT PROFILE –

- Owner operated small business either brick and mortar or e-Commerce operating within Canada and selling to customers in Canada only. Products or Services are acceptable.
- B2C Businesses are recommended given easier access to industry and market info.

- Franchisee locations of national / global brands are not permitted though multi-location small businesses are acceptable. You are allowed to focus on one location / geography or one product / service line within a product portfolio.
- Business must be in operation for some period – the longer this period of time the better for analysis. Start-ups are allowed – either in market already or ready to launch
- Owner must be willing to share business performance trends and customer segments data though access to accounting / financial statements or margins or profitability are NOT required

Each team project will be evaluated based on

- **Interim presentation** – solid understanding of the business and its current marketing practices along with an assessment of strengths and weaknesses. **Time limit of 12 minutes** plus **three** minutes for Q & A. DRESS CODE: BUSINESS INFORMAL
- **Final presentation** will consist of current practices, SWOT and Strategies – client should be invited. **Time limit of 20 minutes** plus **five** minutes for Q & A / discussion. DRESS CODE: BUSINESS FORMAL
- **Final Report –** structure outlined in the following pages**.** Limit o**f FORTY PAGES not including cover page, table of contents and bibliography**

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

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

Interim Presentation (10%): MSAF not accepted ask instructor if any accommodation is needed

Organizational Background – discuss evolution / milestones, organizational structure, details of education / training and business / other experience and expertise of owners, managers, etc identify employee numbers / roles; industry or market recognition received etc

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

   e) Target Market – Answer the questions: `Who is the Current Customer?' Where is the customer coming from – geographically? How and why customers choose this product? When do they buy? How do they use this product?
2. **Business Problem** - Identify Quantitative Symptoms, discuss root cause, use theory; Business performance analysis is a critical component in arriving at problem – you will need to start work on the project quite early to accomplish this
3. **Objectives** Quantitative (desired) and / or Qualitative. For example – advertise using social media or move to new location are not objectives but tactics within a strategy
4. **Industry Analysis** – market size / category sales volume and other significant performance trends– ALL QUANTITATIVE industry info using NAICS / SIC Codes
5. **Internal Environment**: Strength and Weakness Analysis

Final Presentation (20%): ***This component is equivalent to a final exam*** ***MSAF not accepted***

1. **Overview of business,** Details of current strategy - 4P's,
2. **Target Market Analysis**. Provide insights on segments and needs served. As applicable - discuss decision making unit and influences; Key decision criteria; Decision process /journey
3. **Review of Business Problem and Business Objectives (SMART for 24-36 months)**
4. **External Environment**: Measuring Current and Estimating Future Demand – Industry Performance Trends; Analysis of Category – Buyer / Supplier Power; Threat of Substitutes; Explain relevant Social / Cultural, Demographic, Economic, Political / Legal and Technological Environment / Trends / Forecasts
5. **Nature of Competitive Environment** – Competitive Advantages and Disadvantages; Primary / Secondary Competitors; Aggressiveness of Competition
6. **Marketing Strategy Alternatives and Recommendation** – Develop TWO Strategies with detailed insights on changes to 4P's; budgets; pros and cons; decision criteria; use of theory; how it solves problem and meets goals etc

Marketing Report (30%): Due by 4pm on December 11th – upload to dropbox on Avenue as a PDF file. THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM

Students must submit a marketing plan that is well thought-out, well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important. Please submit TWO spiral bound copies. We will keep one and mail the second copy to the business.

The marketing plan written in this course is expected to aid management in making a decision leading to the implementation of a particular strategy. All proposed decisions must be based on evidence collected through primary or secondary research. The business owner / manager is familiar with the facts of the case and probably has an idea of the various alternatives that should be considered. Your marketing plan should not merely repeat existing knowledge and reaffirm / reassure but can challenge existing notions using evidence. It should develop the information on opportunities and constraints in a manner that illustrates the depth of your understanding of the issues and reassure your reader that reasonable alternative strategies have been considered. It should convince the reader that the chosen solution is the appropriate one.

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

MARKETING PLAN STRUCTURE

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

TITLE PAGE

The first page is the title page and contains:

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

LETTER OF COOPERATION

This may be an email from the business owner / manager confirming their willing participation in this project, and must acknowledge their awareness of the fact that the information they have shared will be used for case analysis in class and other academic purposes.

EXECUTIVE SUMMARY

This should include:

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

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

COMPANY INTRODUCTION

The introduction prepares your reader for what is to follow. The introduction should begin with a backgrounder on the company, its owners and the organization structure etc it should include the industry sector classification based on NAICS / SIC codes etc.

MARKETING AUDIT

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

PROBLEM IDENTIFICATION

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

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

INTERNAL / EXTERNAL ANALYSIS

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

This section should be the bulk of your report and must include an estimate / analysis on size of market, discuss industry trends, use secondary research to highlight demand forecasts (for example: online purchases by Canadians are expected to exceed $100 billion by 2025 …reference). **All opportunities and threats must be accounted for under the headings – Social / Cultural Factors, Demographic Trends, Economic and Business Conditions, Political, Legal and Technological Issues, Primary / Secondary Competition (identify the 4P's for each of your major competitors; focus on in depth analysis on the real threats do not create a list of all possible competitors).** You must offer a sound perspective on the marketing practices and strengths/weaknesses of two major competitors.

Remember a lot of small business owners are working with "gut feel". It is our responsibility to expose them to the "facts" in the marketing environment, for their product or service. Therefore, focus on identifying trends and developing forecasts. ***Graph your information – use pictures and save on words.***

RESEARCH

Discuss the primary (if applicable) and / or secondary research undertaken to develop an understanding of current or potential customer needs, values, preferences etc. Please share the questionnaire (if applicable), the purpose of the research, the findings, analysis of findings and key takeaways.

OBJECTIVES

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

STRATEGY ALTERNATIVES & RECOMMENDATION

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

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

IMPLEMENTATION AND CONTROLS

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

BUDGET

Provide documentation to support costing on each strategy for example – include pricing for web development from a credible provider, advertising rates from a radio station etc. Also include supporting notes / financial justification for the recommended strategy. Growth projections based on the implementation of the recommended strategy must be included - it shows the "bottom-line" of the decision. Include worst/probable/best case scenarios. Ensure that the time period in your implementation match the time considerations in your objectives.

CONCLUSION

The report should include a brief conclusion, summarizing how the solution best solves the problem identified at the beginning of the report.

REPORT FORMAT GUIDELINES

Please conform to the following:

1. Marketing plans should use readable fonts and numbered pages. Font size for the marketing plan body should not be smaller than 12 point. Left / right margins must be no smaller than one inch each.
2. Executive Summary must be single-spaced.
3. The body of the report is not to exceed forty pages. Import all industry trend findings and reference graphs into the main body of the report. This page limit does not include the title page, table of contents, bibliography or other appropriate appendices. Marketing plans exceeding the 40-page limit will be penalised 5% of marks earned per page for every page past the limit.

3MC3 Marketing Plan Project Specific Guidelines- Businesses / Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

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

ACADEMIC INTEGRITY

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

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

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 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.

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; In this course MSAF cannot be used for interim or final presentations (same as a final exam) but the instructor will consider rescheduling where possible given emergencies or similar needs

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

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.

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.

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

RESEARCH USING HUMAN SUBJECTS AND CONFIDENTIALITY

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from McMaster's Research Ethics Board before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact the board for further information about your requirements and the application process. This course, 3MC3, has been awarded pre-approval based on process proposed by the instructor. All research proposals must be approved by instructor. **More details on: https://reo.mcmaster.ca**/

ONLINE COURSE COMPONENTS

In this course we will be using email and 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.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above and as follows, 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.

A NOTE ON GRADING

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

EXTREME CIRCUMSTANCES

The instructor and university reserve the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Reasonable notice will be given with explanation and the opportunity to comment on changes. Changes will be communicated through regular McMaster communication channels such as McMaster Daily News, Avenue to Learn, and/or McMaster e-mail. It is the responsibility of the student to check these channels regularly during the term and to note any changes.

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COURSE SCHEDULE SECTION 9

Week	WEDNESDAY 11:30 TO 1:20 PM	MONDAY 11:30 TO 12:20 PM
Sept 7th	DISCUSS ELEMENTS OF COURSE – MARK DISTRIBUTION; GROUP FORMAT	DISCUSS CASE METHOD. UNDERSTAND STRUCTURE OF - • IN CLASS CASE DISCUSSIONS • HAND-IN CASE ASSIGNMENT DISCUSS CASE QUESTIONS. IDENTIFY RELEVANT READINGS
Sept 14th	DISCUSS FORMAT FOR MARKETING PLAN REPORTS	**GROUP PROCESS EXERCISE – ROLES & RULES**
Sept 21st	CASE: THOMPSON BROTHERS AUDIT/ SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
	SEPTEMBER 24TH SUBMIT GROUP FORM	
Sept 28th	CASE: HURON CANVAS CLOTHIER AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
		SEPTEMBER 30TH SIGN UP PROJECT
Oct 5th	CASE: ED SMITH AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
	CASE ASSIGNMENT IS DUE OCT 9TH UPLOAD PDF BY 4 PM ON AVENUE	**HAND-IN CASE: FORTRON**
Oct 19th	CASE: GOOF PROOF SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Oct 26th	**INTERIM PRESENTATIONS**	**INTERIM PRESENTATIONS**
Nov 2nd	CASE: LIMELIGHT CINEMA AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Nov 9th	CASE: TREMCO SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Nov 16th	CASE: JULIUS SCHMID STRATEGY / SOLUTIONS	GROUP WORK / MEET WITH PROF OR TA
Nov 23rd	**WORK IN PROGRESS REVIEW**	**WORK IN PROGRESS REVIEW**
Nov 30th	**FINAL PRESENTATIONS**	**FINAL PRESENTATIONS**
Dec 7th	**FINAL PRESENTATIONS**	**FINAL PRESENTATIONS**

COURSE SCHEDULE SECTION 10

Week	MONDAY 2:30 PM TO 4:20 PM (FIRST TWO HOURS)	MONDAY 4:30 PM TO 5:20 PM
Sept 14th	DISCUSS ELEMENTS OF COURSE – MARK DISTRIBUTION; GROUP FORMAT DISCUSS FORMAT FOR MARKETING PLAN REPORTS	DISCUSS CASE METHOD. UNDERSTAND STRUCTURE OF - • IN CLASS CASE DISCUSSIONS • HAND-IN CASE ASSIGNMENT DISCUSS CASE QUESTIONS. IDENTIFY RELEVANT READINGS
Sept 21st	CASE: THOMPSON BROTHERS AUDIT/ SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
	SEPTEMBER 24TH SUBMIT GROUP FORM	
Sept 28th	CASE: HURON CANVAS CLOTHIER AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
		SEPTEMBER 30TH SIGN UP PROJECT
Oct 5th	CASE: ED SMITH AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
	CASE ASSIGNMENT IS DUE OCT 9TH UPLOAD PDF BY 4 PM ON AVENUE	**HAND-IN CASE: FORTRON**
Oct 19th	CASE: GOOF PROOF SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Oct 26th	**INTERIM PRESENTATIONS**	**INTERIM PRESENTATIONS**
Nov 2nd	CASE: LIMELIGHT CINEMA AUDIT / SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Nov 9th	CASE: TREMCO SWOT / STRATEGY	GROUP WORK / MEET WITH PROF OR TA
Nov 16th	CASE: JULIUS SCHMID STRATEGY / SOLUTIONS	GROUP WORK / MEET WITH PROF OR TA
Nov 23rd	**WORK IN PROGRESS REVIEW**	**WORK IN PROGRESS REVIEW**
Nov 30th	**FINAL PRESENTATIONS**	**FINAL PRESENTATIONS**
Dec 7th	**FINAL PRESENTATIONS**	**FINAL PRESENTATIONS**

EXAMPLES OF KEY CASE QUESTIONS AND RECOMMENDED READINGS

Thompson Brothers

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

Read the section on Market Segmentation and Consumer Behavior

Huron Canvas

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

Read the section on Market Segmentation, Consumer Behavior and Promotion Strategy

ED Smith

1. Based on information available calculate performance issues as well as potential number of flavors that may not be breaking even – provide rationale
2. What are the quantitative objectives you might set? Why?
3. Think about opportunities and threats given competition and private labeling. Identify other significant consumption trends and contextualize given current jam market.
4. What are the critical weaknesses that are contributing to sales decline?
5. Develop a short and long term strategies – think about changes to all 4P's

Read up on Product and Pricing Strategy. Also look closely at the section on Marketing Strategy and Tactics to develop your ideas.

Limelight Cinema

1. Do the break-even analysis (number of seats per show) on old price versus new price accounting for concessions, memberships sold, all costs etc. Assume minimum wage as $10 per hour; identify other assumptions and basis for each
2. Critically review the advertisements and overall current advertising strategy
3. Clearly identify weaknesses and threats given current / past 4P's as well as company history, business ownership structure etc.
4. Think about risks / rewards associated with membership strategy.
5. Develop some feasible ideas for demand creation given SWOT

Read through the sections on Market Segmentation, Consumer Behavior and Promotion Strategy. Also research popular loyalty programs and identify their key characteristics

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

Professor Malik

GROUP #:____________ (To be assigned)

STUDENT NAME SECTION ID# EMAIL

1.____

2.____

3.____

4.____

5.____

6.____

COMPANY NAME

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

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

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C) Provide company contact name and email – ATTACH EMAIL CONFIRMING AGREEMENT TO PARTICIPATE

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