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 Contact Information

Sec 11: Monday 7 - 10 p.m. online (Zoom)

Instructor: Dr. Yousra Bakr
bakry@mcmaster.ca
TA: Shiva Vosoughi
vosoughs@mcmaster.ca

Office Hours: by appointment

Course Website: Avenue to Learn (http://avenue.mcmaster.ca).

Course Elements

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
A2L: 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(s): 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.

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 needs.

Course Materials and Readings

Required:
Custom Courseware: *3MC3 Cases and Readings*. Purchase a digital copy at the bookstore – PLEASE MAKE SURE YOU BUY THE COURSE PACK THAT HAS NAME OF YOUR INSTRUCTOR ON COVER.
Jill's Table: Digitizing a Retail Legacy: *Details on how to purchase the case will be shared in due course*.

Course Delivery

Learning Activities	Delivery	DESCRIPTION	TOOL(S)
Live Case Discussions	Synchronous	Live discussion of case studies assigned by the professor – in two hour class	**Zoom**
Live Lectures	Synchronous	Live lectures on topics to support either case development or the course project	**Zoom**
Readings	Asynchronous	Students will read and prepare cases for in-class discussions	**Custom Courseware**
Group Work	Asynchronous	Work in groups to complete two oral presentations, one written case analysis, and a final marketing plan report.	**At each group's discretion**

Evaluations	weight	DESCRIPTION
Participation and Class Contribution	20%	Determined based on a combination of attendance and actual verbal contribution of assigned cases for discussion
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%	Ten minute group PowerPoint presentation delivered by all group members using Zoom.
Final Group Oral Presentation	20%	Ten minute group PowerPoint presentation delivered by all group members using Zoom.

Evaluation

Late Assignments: Late assignments will be penalized one grade level (e.g., from A- to B+) for each day they are late.

Your final grade will be calculated as follows:

In-Class Contribution and Attendance	(Individual) 20%
Hand-in Case completed by the group	(Group) 20%
Marketing plan final report	(Group) 30%
In-Case First Oral Presentation	(Group) 10%
In-Class Final Oral Presentation	(Group) 20%
Total	**100%**

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.

In-Class Contribution and Attendance 20%

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, 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

Turning on your video camera is not mandatory. However, students are encouraged to turn on the video during class-time for a close simulation of a classroom learning experience. Either way, participating with or without video will not affect your participation grade.

5% are awarded for attendance and 15% for contribution. 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.** Case Discussions during live lectures might be recorded for accurate monitoring of participation.

Group Work 80%

Groups will consist of five people (some exceptions will be made by instructor given class numbers). All members should be attending the same section.

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. 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 signed by all in the presence of the TA / Instructor or 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.).

<u>Hand-in Case (20%) - "FORTON International Inc." due October 9, 2019 at 5 pm on Avenue</u>

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
Introduction and Problem/Issue Identification *<u>Worth about 5%</u>*	● Answer the question "This case is about…." in one short, concise paragraph. ● The focus may be on an evident marketing / business problem or an opportunity. Your perception of the problem may be different from that of "players" in the case. All following sections should be analysed in the context of the problem ● The dilemma proposed in the case by the author is NOT to be regurgitated

Marketing Audit *<u>Worth about 20%</u>*	● Identification of current marketing practices i.e. details of 4P's and Also Current Positioning (if evident); ● Current Target Market / Segmentation Strategy / Consumer Needs and Decision Criteria. ● Some of the strategies may not be evident but can be inferred
SWOT (Internal and External Analysis) –*<u>Worth about 40%</u>*	● 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 an alternative not an opportunity. A controllable issue is NOT a part of the external environment.***
Business Objectives and Marketing Strategy (two alternatives) *<u>Worth about 20%</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 10%</u>*	● Ten Pages **<u>not</u>** including title page, table of contents, references 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 with one-inch margins all around. Good grammar and spelling – whole numbers ten or less should be written in words

<u>Marketing Plan (60%)</u>

Each group of students will work with a "client" who needs a marketing plan completed. <u>Students MUST develop their own leads</u>.

REQUIRED CLIENT PROFILE:

- Owner operated small businesses either brick and mortar or e-Commerce operating within Canada and selling to customers in Canada only. Products or Services acceptable. ***If Canada is not the current country of residence, and in the case of difficulty finding a Canadian client, the instructor can approve a client operating in the group member's current country of residence, on a case by case basis, provided that sufficient evidence of the existence of the business and the cooperation of the client is established.***
- B2C Businesses are recommended given easier access to industry and market info. However, small businesses that serve everyday convenience needs are not permitted.
- Franchisee locations of national / global brands are not permitted for projects though multi-location small businesses are acceptable. You are allowed to focus on one location 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 as long as they are in the market already
- Owner must be willing to share business performance trends and customer segments data though no access to accounting statements or margins or profitability are required
- You cannot work with businesses owned by immediate family members. You are encouraged to share with other groups the contacts to help them find a client.
- Clients must not have worked with 3MC3 students within the past 3 years (6 semesters).

Each team project will be evaluated based on

- **Interim presentation** - background information about the client organization and its current marketing practices along with an overview on strengths and weaknesses. **Time limit of 12 minutes** plus **three** minutes for Q & A. <u>DRESS CODE: BUSINESS INFORMAL</u>
- **Final presentation** will consist of current practices, SWOT and strategies – client should be invited. **Time limit of 20 minutes** plus **five** minutes is kept aside for Q & A / discussion. <u>DRESS CODE: BUSINESS FORMAL</u>
- **Final Report –** structure outlined in the following page**s.** Limit o**f FORTY PAGES <u>not</u> including cover page, table of contents and bibliography**

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.

These presentations will be made using PowerPoint and Zoom (if the class is taught virtually) or the video/data projector available in the classroom. Please familiarize yourself with the use of these platforms. Each presentation will be timed. **All group members must participate in the presentation.** The presentations are an opportunity for you to receive feedback before 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.

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 on social media or 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* - OUTLINE:**

1. **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
2. **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?
3. **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
4. **Objectives:** Quantitative (desired) and / or Qualitative. For example – advertise using social media or move to a new location are not objectives but tactics within a strategy
5. **Industry Analysis** – market size / category sales volume and other significant performance trends– ALL QUANTITATIVE industry info using NAICS / SIC Codes
6. **Internal Environment**: Strength and Weakness Analysis

Final Presentation (20%): ***<u>This component is equivalent to a final exam</u>*** ***<u>MSAF not accepted</u>* -**
OUTLINE:

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** – Present your TWO Strategies with detailed insights on changes to 4P's; budgets; pros and cons; decision criteria; use of theory; how your recommended strategy would solve the problem and meet goals etc.

Marketing Report (30%): THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM

Students must submit a marketing plan that is 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. The business owner / manager are familiar with the facts of the case and probably have an idea of the various alternatives that should be considered. Your marketing plan should not merely repeat existing knowledge**.** It should develop the information on opportunities and constraints in a manner that illustrates the depth of your understanding of the issues and 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 interpretive 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 letter/email confirmation must be obtained from the business, preferably on the company letterhead, and must confirm their willingness to participate in this process, 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. See Appendix 1.1 for email template.

Executive Summary (1-2 pages)

This should include:

1. A concise statement of the problem.
2. A short summary of the major points arising from your analysis.
3. 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 (1 page or less)

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. It should be no longer than one page.

Marketing Audit (3-4 pages)

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 <u>but not critiqued</u>.

Problem Identification (1 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 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 (largest section in the report)
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 $48 billion by 2018 …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 and measurable 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 and include the overall budgets for each strategy. Make

sure you assess each alternative against your decision criteria. Remember, the alternatives must fit with the current resources of the organisation.

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? Show us how the strategy utilizes the client's strengths, avoids or addresses weaknesses, makes use of opportunities and mitigates threats. Please comment on the likely competitor reaction to your strategy.

Implementation and Controls
Include a guide for implementation. List specific action steps and include a timeline. 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 your chosen strategy for example – include printing quotes, advertising rates 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 1 inch each.
2. Papers should be double-spaced and printed on one side of the paper only. The Executive Summary may 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 Term 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/missed-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.

For further information, consult McMaster University's Policy for Academic Accommodation ofStudents 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 Modifications to the Courses

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. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

Research Using Human Subjects

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 a process proposed by the instructor. All research proposals must be approved by the instructor. **More details on: https://reo.mcmaster.ca/**

Online Course Components

In this course we will be using on-line elements (e.g. zoom, e-mail, Avenue to Learn (A2L), etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster email 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

The minimum technical requirements for students devices can be found at:
https://cto.mcmaster.ca/technology-resources-for-mcmaster-students/#tab-content-device-recommendations

Acknowledgement of Course Policies

Your enrolment in Commerce 3MA3 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.

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.

Summary of Key Dates

Please note the dates and deadlines below. Failure to submit your assignment on time will have an adverse impact on your grade for that assignment. All submissions are to be submitted on the dedicated Avenue Assignments Folders by 4:00 pm.

Date	Description
September 21	Team Contracts due (Appendix 1.1)
September 28	Signup Project (Appendix 1.2)
October 9	Hand-in Case Study (TREMCO)
October 26	Interim Presentations
November 30-Dec. 7	Final Presentations
December 14	Final Marketing Plan Reports due

Class Schedule

Please note that the schedule may be modified to accommodate student feedback. An asterisk (*) indicates documents that will be made available from the course website (http://avenue.mcmaster.ca).

Week	**Monday 7-10pm**
Sept 14th	Discuss Elements of Course – Grade Distribution; Group Format Discuss Case Method Understand Structure of In class case discussions and Hand-in case assignment.
Sept 21st	**Case: Thompson Brothers** Discuss Format for Marketing Plan Reports - Finalize group formation
Sept 28th	**Case: Huron Canvas Clothier** Group Work / Meet with Prof / Review of Marketing concepts
Oct 5th	**Case: Jill's Table** Group work / Meet with Prof / Review of Marketing concepts
Oct 9th	**Hand-in Case Study Due**
Oct 12th	Reading Week
Oct 19th	**Case: ED Smith** Group work / Meet with Prof / Review of Marketing concepts
Oct 26st	**Interim Presentations**
Nov 2nd	**Case: Crayola Canada** Group work / Meet with Prof / Review of Marketing concepts
Nov 9	**Case: Limelight Cinema** Group work / Meet with Prof / Review of Marketing concepts
Nov 16th	**Case: East Hamilton Miniature Golf** Group work / Meet with Prof / Review of Marketing concepts
Nov 23th	**Case: Julius Schmid** Group work / Meet with Prof
Nov 30th	**Final Presentations**
Dec. 7th	**Final Presentations**
Dec. 14th	**Final Reports Due**

Appendix 1.1: Group Contract

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

Professor Bakr

GROUP #:_____________ (To be assigned)

Student Name	ID#	Email
1.		
2.		
3.		
4.		
5.		

Appendix 1.2: Signup Project Form (Client Profile)

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

Professor Bakr

GROUP #:____________ (To be assigned)

Student Name	ID#	Email
1.		
2.		
3.		
4.		
5.		

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/email – ATTACH LETTER OF AGREEMENT / EMAIL CONFIRMING AGREEMENT TO PARTICIPATE

____

Appendix 1.3: Sample Agreement Email to Client

Dear (Client's Name),

Thank you for agreeing to participate in our Marketing Plan Student Project as part of the course Applied Marketing Management, at McMaster University (Commerce 3MC3-C11). We are summarizing below what the project entails and we appreciate confirming your willingness to participate by sending your confirmation as a reply to this email:

We will work hard to understand your business needs and invigorate your organization with well researched insights and creative ideas. Our team of [add no. of members] will complete the following key steps in this process:

1. A review of your current performance given business objectives. This may include performance parameters like goals versus actual revenue trends, customer patterns, capacity utilization, day of week / time of day / time of month revenue performance, best selling / worst selling products and services, frequency of home visits / customer calls, typical customer spending, revenue from value added services and much more. We will ask you for sales trends, conduct customer surveys, study online presence and evaluate your organization structure, among other tasks, to gain insights for your business.

2. An audit of your current marketing practices. For example services offered, brands represented, pricing, promotional activity - awareness generation, marketing of experience / expertise, use of social media, paid media, customer relationship management tools, location based marketing, personal selling, etc.

3. Analysis of the business environment. Social and cultural trends, demographic info on the customer groups and geography you are serving, your competition, and change forecast in your industry, etc.

4. Develop recommendations based on problems identified or business objectives established to measure growth and success.

5. Present solutions. You are invited to attend our final presentation if your schedule permits. The professor will email you a copy of our final report at the end of term so you have a document that outlines all our findings and action steps.

Please note we will only ask for three to five one hour meetings (over a period of three months) and may visit your location a few times to get a feel for the business, take pictures / video images and review your best practices. We will prompt you with a lot of good insightful questions to gain a thorough understanding of the operation. All such performance based or revenue /sales trends that you choose to share are used for academic purposes only which includes in class presentations attended by other students and availability of these reports for future reference. For more info please email our professor Dr. Yousra Bakr at bakry@mcmaster.ca.

Thank you again for this opportunity and we look forward to our collaboration.

Signatures:

Consultant: ____________________________________ (Project Leader)

____

____

____

____

Appendix 2.1: Interim Peer Evaluation Form

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
INTERIM GROUP EVALUATION FORM

INSTRUCTIONS:

1. Please assign each person in your group an amount of money which represents each individual's contribution to the project, simulation and hand-in cases. You may each wish to complete a form individually and then share these forms at a group meeting but only ONE FORM is to be submitted for each group and it must be signed by all group members.
2. Your total budget to distribute among the people in your group is $600 * (the number of people in your group). For example, if there are 5 people in your group, then pretend that you have $600 * 5 = $3,000 to pay to the group.
3. If everyone contributed equally, then pay each person $600.
4. Adjust the fee according to your honest personal assessment of the value of each person's contribution. In our example, the fee could be as low as $0 or as high as $3,000.
5. The factor arrived at for each team member as a result of the peer evaluation will be applied to the group work in this course.
6. TREAT THIS EVALUATION SERIOUSLY.
7. MAKE SURE THAT THE FEES PAID ADD TO $600 * GROUP SIZE.

PROFESSOR: Dr. Yousra Bakr GROUP NAME:

GROUP MEMBER	SIGNATURE	FEE
1.		
2.		
3.		
4.		
5.		

Appendix 2.2: Final Peer Evaluation Form

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
FINAL GROUP EVALUATION FORM

INSTRUCTIONS:

1. Please assign each person in your group an amount of money which represents each individual's contribution to the project, simulation and hand-in cases. You may each wish to complete a form individually and then share these forms at a group meeting but only ONE FORM is to be submitted for each group and it must be signed by all group members.
2. Your total budget to distribute among the people in your group is $600 * (the number of people in your group). For example, if there are 5 people in your group, then pretend that you have $600 * 5 = $3,000 to pay to the group.
3. If everyone contributed equally, then pay each person $600.
4. Adjust the fee according to your honest personal assessment of the value of each person's contribution. In our example, the fee could be as low as $0 or as high as $3,000.
5. The factor arrived at for each team member as a result of the peer evaluation will be applied to the group work in this course.
6. TREAT THIS EVALUATION SERIOUSLY.
7. MAKE SURE THAT THE FEES PAID ADD TO $600 * GROUP SIZE.

PROFESSOR: Dr. Yousra Bakr GROUP NAME:

GROUP MEMBER	SIGNATURE	FEE
1.		
2.		
3.		
4.		
5.		