

**Commerce 4MD3
Business Marketing
Winter 2021 Course Outline
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course is designed to prepare you for the unique challenges facing the practicing Business Marketing Manager. Topics covered include: the nature of business marketing, organization buying behavior, customer relationship management, segmentation of business markets, business market planning and strategy, business products, channel management, managing personal selling, and the promotion and pricing of business products.

INSTRUCTOR AND CONTACT INFORMATION

CO1 Tue. 14.30 p.m.– 17.20 p.m.

Vijay Kumar

Professor

Class Location: Online on Microsoft Teams

ramador@mcmaster.ca

T.A. Josephine Wang (Shu)

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

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	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:	No	Final Exam:	No		

COURSE DESCRIPTION

Overview

A significant part of business school graduates will have the opportunity of jobs with firms that compete in business marketing. This course examines special features of high-technology markets and the unique challenges that confront the marketing strategist in this area.

Business marketing is about marketing to organizations. The dollar volume of transactions in the industrial or business markets significantly exceeds that of the ultimate consumer market. For example, Pfizer has a contract of up to 20 million doses of the Pfizer Covid-19 vaccine with the Canadian government. At the other extreme a local office equipment wholesaler sells \$100 worth of paper clips to McMaster University. The buyers in both cases are organizations, and they are buying for organizational use. Different as these two transactions are, they are both part of business marketing.

After graduation, many of you will become practitioners in business marketing. This course will contribute significantly to success in your marketing career.

There are polar extremes in the world of business products. Some are very “industrial”, by virtue of being technical, complex, large, expensive or custom-designed for a specific purpose, as for example, the Covid-19 vaccine. Other business products are very similar to consumer products, as for example, paper clips. In this course we will focus on the “industrial” end of the business-product spectrum. This approach will give you a comprehensive appreciation of just how different the worlds of business marketing and consumer marketing are.

The focus will be on marketing processes, so even if the examples are industrial products, it does not need an engineering background to succeed in this subject. This is a marketing course, so it is sufficient to understand just the *marketing* issues, particularly the benefits that the products provide to customers.

Some business products are unglamorous by comparison with some consumer products. Commodities in general, like unprocessed products like iron ore, are different from highly processed consumer products like exotic Italian sports cars. But the *marketing* of business products, even commodities, is often *more* glamorous because it involves a higher level of personal contact with customers.

Activities

Our *in-class activities* will include lectures, discussion cases and videos. Group projects will involve business marketing companies to get a deeper understanding on the topic specified in the assignment.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Have a thorough understanding of the theory and practice of business marketing.
- Be able to produce creative, action-oriented, practical solutions to business marketing problems.
- Improve on the ability to communicate, in writing and orally, in the context of business marketing.

REQUIRED COURSE MATERIALS AND READINGS - MANDATORY

BUSINESS MARKETING MANAGEMENT
by Michael D.Hutt & Thomas W.Speh published by South Western
11th edition Priced at \$ 199.99

COURSE WEBSITE

This course has an Avenue to Learn site at <http://avenue.mcmaster.ca/>

On this site you will find:

- Outline slides in PowerPoint
- Links to useful course-related websites.
- Additional information about course evaluation components.
- Course documents such as this syllabus, any amendments to the schedule.
- Articles of interest

EVALUATION

Learning in this course results primarily from in-class discussions, conducting the group research assignments as well as out-of-class analysis. The balance of the learning results from the lectures on strategic concepts, from text and related readings, and from researching your assignments, presentations, and cases. Where group work is expected, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

A. Group Assignment #1	15%
B. Group Assignment #2	15%
C. Group Assignment #3	15%
D. Group Assignment #4	15%
E. Online tests	40%
TOTAL:	100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

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

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

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

Communication and Feedback

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

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

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

Students who wish to have a course component re-evaluated must complete the following form:

http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf

In order for the component to be re-read:

- the component must be worth 10% or more of the final grade in the course
- students pay a fee of \$50 in Gilmour Hall #209 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 104
- the Area Chair will seek out an independent adjudicator to re-grade the component
- an adjustment to the grade for the component will be made if a grade change of three points or greater on the 12 point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair
- if a grade change is made, the student fee will be refunded

Group Assignments:

There will be four group assignments in this course involving research, insights, and analysis. For each assignment you will choose a **different** company.

Groups

Working in a study group is likely to enhance your learning experience. The size of each group will be 5. You do not need to keep the same group throughout the term. I encourage you to work with different people to help increase and improve your management exposure and skills.

Groups are encouraged to set some ground rules and expectations and to have a feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. It is also very important to

commend those that really rise to the surface and make the assignment better quality and the team experience more meaningful.

Peer Evaluations

Peer evaluations must be signed off by each and every group member in order to be used. I will accept individual evaluations from the members as long as there is agreement from the group. Try to work through group disharmony, and if you are unable to resolve any matters, set up a group meeting with me. I will be happy to assist in problem resolutions. This is a good time to voice concerns and hopefully resolve them. You are the managers of the future. Learning how to evaluate performance of others is a management skill best learned through practice.

The result of this process is a true reflection of each group members' contribution to the project. You will be expected to resolve any residual conflict using the principle of FAIRNESS. Some members (i.e., those that contribute the most to the process) may find that their overall grade will go up as a result of the peer evaluation. Others may find that their overall project grade will go down. We recommend that this reward system be discussed during the first group meeting.

Past experience with groups has shown that most troubles arise because (a) individuals do not respect the group process, and (b) there is lack of proper communication among group members. The first group meeting should happen in the first two weeks. At this meeting, you might want to choose a group leader who will facilitate the work. This is also a good time to set the parameters for group work such as: when the group will meet, attendance at group meetings including punctuality, and preliminary assignment of tasks. You should also make a calendar of all "good" and "bad" times for the group (i.e., when group members have commitments to work, tests, major assignments, social commitments, holidays, etc.). The worst thing you can do is surprise your group with a long-standing commitment at the last minute.

Do not rubber-stamp these reviews as evaluations not done carefully at this time can set the stage for problems in the upcoming weeks.

Field Assignments

There will be four field assignments in this course. Please upload your PowerPoint presentation on AVENUE – instructions will be given by the TA.

Assignment #1 (10 marks) Organizational Buyer Behaviour

The purpose of this assignment is for you to discover the various people and functions involved in organizational buying in business marketing. Select a company in business marketing and also select one customer for this company. Find out the various steps involved in their marketing process and the people in the buying organization who influence and those who make the buying decision.

Details required:

1. Brief description of business marketing organization (seller) and the organization buying from this business marketing organization (buyer)
2. Steps involved in the marketing process e.g. does the seller have to make themselves known to the buyers; do they have to take part in a competitive bid? Who are the others in the competitive bid? What kind of proposal has to be sent to the prospective buyer? Has the proposal to be presented to a group in the buying organization? Does the marketing/selling organization have to send a group to present? Is there a process whereby proposals are reworked based on buyer feedback? How much of to and fro takes place on proposals? If the buyer accepts a proposal, do they sign a contract/place a purchase order/make out a memorandum of agreement.
3. Who are the key personnel in the buying process? Who are influencers in the buying decision because they have to give clearances to the seller on product/service or specifications?
4. What are the parameters used by the buyers to decide the seller they will choose? Do they look for referrals? List of other customers? Reputation? Track record? Financial stability? Engineering expertise? Competitive pricing? Reliability? Availability for discussions at short notice?

Marks will be based on your POWERPOINT report, result, thoroughness of the information you gathered and presentation skills.

Assignment #2 (10 marks) Marketing Strategy

This assignment is designed to allow you to discover how a business marketing organization develops marketing strategy.

Choose a business marketing organization and a product category. The types of things you want to determine are:

What is the mission of your organization?

What are the goals of your organization?

How do you decide which segments of the market to focus on/ customer(s) to target?

What products do you offer to these segments selected?

What is the level of competition you have?

Do you partner with any other organization to meet customer needs?

What process do you go through to meet these customer(s)?

How do you develop your alternative strategies?

Do you do a SWOT analysis? Situation assessment?

How do you select from different strategies developed?

How do you decide on what level of investment to make on resources in terms of people, equipment and materials, finance for the strategy chosen?

What are the detailed aims and action plans?

Do you do an audit on achievement against the strategy chosen?

Do you do course correction as a result of such an audit?

You will present your findings in your POWERPOINT report with a brief introduction on the business marketing organization chosen. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #3 (10 marks) Communicating with the market

This assignment is for you to find out on the communication mix. Your report should be summary style.

- A) Select a business marketing organization and a product category. This **should not** be the same as in previous assignments
- B) Find out what are the various methods of communicating with the market that is used and provide details on these, including target customers. These methods could be advertising, direct marketing, telemarketing, catalogues, sales force training/management, web marketing, trade shows etc.
- C) Find out why they chose the method(s) used for communication
- D) Find out what weightage is given or spend allocated to the various methods e.g. advertising, direct marketing, public relations, trade shows etc.

You will present your findings in your POWERPOINT report. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #4 (10 marks) Pricing Strategy

This assignment is designed to allow you to discover how a business marketing organization develops pricing strategy.

Choose a business marketing organization and a product category. The types of things you want to determine are:

What is the pricing strategy common to their industry?

What are the pricing goals of your organization?

Do you have different pricing strategy for different segments of the market?

How often do you review pricing strategy?

What are the various elements used in pricing strategy – price, financing terms, maintenance coverage, guarantees, after sales service, training, bundling vs. unbundling price elements?

Who all within the organization are involved in pricing decisions?

You will present your findings in your POWERPOINT report with a brief introduction on the business marketing organization chosen. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at;

www.mcmaster.ca/academicintegrity

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 work done with a group.
3. Copying or using unauthorized aids in tests and examinations

REQUESTING RELIEF FOR MISSED ACADEMIC TERM WORK

1. Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

- a) **for absences from classes lasting up to three (3) days; or**
- b) **for absences from classes lasting more than three (3) days.**
- c) **for conflicts arising from Student Experience - Academic Office approved events**

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

Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than **25%** of the course weight. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course. Details are described below.

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

Please visit the following page for more information about MSAF:

<http://academiccalendars.romcmaster.ca/content.php?catoid=13&navoid=2208#Requests for Relief for Missed Academic Term Work>

b) For absences from classes lasting more than three (3) days

Students cannot use the MSAF. They **MUST** report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the Student Experience – Academic Office and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

c) For conflicts arising from Faculty Office approved events

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroote Missed Course Work Policy for a list of conflicts that qualify for academic accommodation

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

Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation.

Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

POLICY FOR APPROVED MISSED ACADEMIC WORK

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test and an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience –

Academic Office, will have the weight of the missed work reallocated across other course components. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension of 3 days for the assignment. Please note, the student will ultimately be required to submit the assignment.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study.

Student Accessibility Services

can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca

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>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

RESEARCH USING HUMAN SUBJECTS

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research-intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and wellbeing. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca/english/policystatement/policystatement.cfm>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

http://www.mcmaster.ca/ors/ethics/students_intro.htm

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.

COURSE SCHEDULE

**Commerce 4MD3
Business Marketing
Winter 2021 Course Schedule**

Week	Date	Topics	Assignments	Chapters
1	Jan.12	Introduction. The Nature of Business Marketing, Business buyers. Business products.		1
2	Jan.19	Organizational Buying Behaviour		2
3	Jan.26	Customer Relationship Management Strategies for Business Markets	Class Test	3
4	Feb.2	Assessing Market Opportunities	Assignment #1	4
5	Feb.9	Business Marketing Planning: Strategic Perspectives		5
6	Feb.23	Business Marketing Strategies for Global Markets; Managing products for Business Markets	Class Test 2	6,7
7	Mar.2	Managing Innovation and New Industrial Product Development; Managing Services for Business Markets	Assignment #2	8,9
8	Mar.9	Managing Business Marketing Channels		10
9	Mar.16	Supply Chain Management	Class Test	11
10	Mar.23	Pricing Strategies for Business Markets	Assignment #3	12
11	Mar.30	Business Marketing Communications	Class Test	13
12	Apr.7	Personal Selling Function/Marketing Performance Measurement	Assignment# 4	14,15

* Tentative schedule. Individual week's contents may be adjusted during the semester. Please check with me if you miss a class.

COMMERCE 4MD3
GROUP EVALUATION FORM
(Vijay Kumar)

INSTRUCTIONS:

1. Please assign each person in your group an amount of money that 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 signed by all group members.
2. Your total budget to distribute among the people in your group is \$1000 * (the number of people in your group). For example, if there are 5 people in your group, then pretend that you have \$1000 * 5 = \$5,000 to pay to the group.
3. If everyone contributed equally, then pay each person \$1000.
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 \$5,000. Now come to a consensus with your group not only on their individual performance but yours as well.
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 \$1000 * GROUP SIZE.

GROUP NAME:

GROUP MEMBER

(Print in alphabetical order)

SIGNATURE

FEE
