Commerce 3MC3 – C11
Applied Marketing Management
Fall 2023 Course Outline-In Class

Marketing Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course builds upon material covered in Commerce 2MA3/IBH2AA3 - Introduction to Marketing, but it is more applied in nature as marketing is something you learn by doing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyze the business environment in which organizations operate. A major field project, which has student teams working with businesses to audit current practices, study the market environment and develop a marketing plan is a critical part of this course.

INSTRUCTOR AND TA CONTACT INFORMATION

Instructor	TA
Blair Ruelens	**Gurveen Gill**
ruelensb@mcmaster.ca	Gillg47@mcmaster.ca
Appointment times by request	**Appointment times by request**

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

This course, in class time, will be once weekly, on **Tuesdays** from **8:30am-11:20am**. The time will be arranged to cover the required case study discussion and presentations, along with discretionary breaks. This course is taught primarily through the case-method but might also include readings, lectures, videos, and workshops. As group work is a key component of this course, you and your chosen group will be required to meet and complete work independent of the class time, with some possible exceptions.

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.

Learning Outcomes, activities and important links

This course will help you:

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

The following links and sources should be utilized to optimize the learning. There will be

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Individual learning via Live Case Discussions, and hand in marketing case analysis	Synchronous and Asynchronous	Live discussion of case studies assigned by the Professor In class (cases available in Custom Courseware) and individual hand-in case analysis of a case to be provided	**In Class for case study discussions**
Live Lectures/Group Presentations	Synchronous	Live lectures on topics to support either case development or the course project, and Group marketing plan presentations	**In Class**
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 and a final marketing plan report.	**At each group's discretion**

opportunities to utilize important links, such as: Avenue to Learn for the majority of our class communication and information sharing. You will also consider accessing the McMaster University Library, various on-line information tools, Mosaic and the course specific courseware.

Required Course Materials and Readings

ALL CASES WILL BE PROVIDED IN A PRINTED COURSEWARE DOCUMENT, AT A NOMINAL CHARGE ($12.00 Canadian). THESE CASE DOCUMENTS ARE COPYRIGHTED AND MUST NOT BE COPIES OR SHARED OUTSIDE OF THEIR USE IN THIS CLASS. ADDITIONAL IN CLASS MATERIALS WILL BE ADDED TO THE SHELL AS NEEDED

Course Delivery and Evaluations

EVALUATIONS	WEIGHT	DESCRIPTION
Individual Participation and Class Contribution	20%	The total 20% weighting is split into 2 components. 15% will be for individual contribution to in class case discussion, and 5% for in class participation for all case reviews and related discussions. This requires in class attendance.
Individual Hand-In Case Analysis	20%	Formal written analysis of an assigned case study – maximum ten pages of text plus exhibits **(Due: Wednesday, October 4th, 2023 at 5:00pm, uploaded to Avenue Dropbox)**
Group Marketing Plan	30%	Formal written document written to solve a problem for a sourced client company and shared with both the company and the professor **(Due: Friday December 8th, 2023, at 5:00pm, uploaded to Avenue Dropbox)**
Interim Group Oral Presentation	10%	A twelve minute group PowerPoint presentation delivered by all group members live in class, and 3 minutes for questions
Final Group Oral Presentation	20%	A twenty minute group PowerPoint presentation delivered by all group members live in class and 5 minutes for questions

Grade Conversion

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

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

A. PARTICIPATION AND CLASS CONTRIBUTION (20%)

This refers to the spoken comments that you make in class during the case discussions. It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, and testing assumptions. This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. Class contribution marks are based equally on two things:
1) Attendance and contributions during all case and related class discussions; and,
2) The quality, as well as the quantity of your verbal participation. You should think carefully about the contribution your comments will make to understanding and resolving the issues in class discussions. Be sure you are prepared when you contribute. No class contribution results in **ZERO** marks for that part of the grade. If you have to be absent from class, you have lost a chance to contribute to a class discussion. Therefore, contact me and/or the TA, in advance, if you have to be absent from a case discussion class. Marks are **not** awarded for any typed comments or questions.

To maximize your chances to earn contribution marks:
- Be fully prepared for class work and discussion by reading and analyzing the assigned case;
- Be sure your available in class for all cases, and provide a name plate with your full name is visible on the desk, at every class – I need to get to know you, and ask questions of you, by name.
- Be willing to debate issues – rarely is there only one “right” answer to a question.
- Add interesting/ relevant information from additional sources which is related to the case/course.

Interim contribution marks will be posted about half way through the course. Contact me or the TA **at that point,** if your mark is low, or well before if you are concerned that it **will** be low. There are ways we can help you to participate more effectively.

The key to high contribution grades is making a quality contribution to every class. Marks will be awarded on both quality and consistency. Be simple, clear and concise in your comments. Typical expectations are at least TWO SOLID analytical comments per case discussion. A simple restatement of facts from within the case are only worth 30% of the total available marks. New ideas that are well supported add value to discussion and grade quality.

Absence from a case discussion class is a serious matter, since you obviously can't participate if you're not in attendance. If there are legitimate reasons for you to miss a case discussion class, you should send your professor an e-mail with an explanation. When you need to miss two or more consecutive case discussions, you need to provide documentation within one week of returning to school to the Academic Programs Office. The key to high contribution grades is making a quality contribution to **every** class. Marks will be awarded on **both** quality and consistency.

B. Group Work

We strive for the optimum group size that will consist of five people. The instructor may provide some exceptions given class numbers, at their discretion. The group is responsible for completing a Marketing Plan for a client company and for making in-class presentations of the plan. **All group members must be attending the same class section.** Once you have a project client, please complete the last page of the course outline and submit it **NO LATER THAN Tuesday September 19th, 2023**. This will be discussed in our first class of the semester.

60% of your mark in this course is teamwork. Learning to work effectively with others is a great skill to develop. 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. This will be discussed early in the term. The peer evaluation form (attached to this outline) should be submitted no later than **Friday, December 8th**, with the completed Marketing Plan. It should reflect the **actual** individual contribution of each group member, as agreed by the group, so be open, honest and fact based in your peer appraisals. **If I do not receive a peer evaluation form from you, I will assume that you feel each member of the group contributed equally.**

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

C. Individual Hand-in Case: TREMCO LTD. (Due Wednesday, October 4th at 5:00pm in AVENUE DROPBOX as a PDF document – 20%)

Your case should be **no longer than ten pages** plus any appendices that you choose to include. An Appendix consists of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked. **Any other elements of the case analysis do not belong in the Appendices and if included they will not be marked**.

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

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

TIMING

Written case assignments will be accepted for grading only **by 5:00pm** on the assigned due date. Please do not wait until the night before the report is due to complete it. Viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things.

FORMAT

Please use the suggested case solution template listed below for your case submissions. This case assignment has standard format guidelines. A total of TEN pages, not including title page, table of contents, reference and appendices (including information like essential elements of the case like the 4P's and SWOT DO NOT belong in the appendices). It needs to be typed using a font size of 12, double spaced and with one inch margins all around. Check that you have used correct grammar, and spelling, and whole numbers ten or less should be written in word format. Remember to apply the Chicago Style Citation format to the report.

Section	Contents
Title Page	Title of case, date, group number, and list of team member names and student numbers
Table of Contents	Major sections of paper, exhibits, appendices with titles
Introduction and Problem/Issue Identification	State the main issues of the case omitting descriptive details. This may take the form of a problem statement but it may be a statement of a marketing opportunity to which the firm may be able to react. Distinguish between the issues as seen by the "actors" in the case and additional issues perceived by you. This section gives the case report focus. All following sections should then be analyzed in terms of what it means to the problem at hand.
Marketing Audit	Describe the company's current target market and marketing mix (Four P's). The audit is a statement of case facts requiring relatively little interpretation by the group. You may have to make some assumptions to complete gaps when information is not explicit. For instance, the exact pricing strategy may not be explicitly stated but the pricing strategy can be inferred from information presented in the case. This is the current marketing strategy. This is the logical starting point since the primary purpose of your analysis is to produce a superior marketing strategy for the company.
Internal Analysis	This is a listing of the company's key strengths and weaknesses. They are internal to a firm and directly controllable by management. Each strength or weakness should consist of a statement of the company characteristics taken straight from the case and then the implication of the case fact. This answers the question – "So what?" – and gives the characteristic meaning in terms of the firm or the problem. Use one sub-heading for "Strengths" and one for "Weaknesses." You may also find that several characteristics can be grouped. For instance you might want to suggest that a firm is innovative because: 1) it launches one new product per year; 2) it invests in new technology to streamline operations; and 3) invests heavily in research and development. These are not three separate strengths but three aspects of one strength. **Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the company as strong or weak.**
External Analysis	This is a listing of the key opportunities and threats in the environment. They are external to a firm and are not completely controllable. They may be trends to be embraced or exploited but they may also be trends which could hurt the company or its products/services. Use the same format here as you used for the Internal Analysis. Remember to both identify the opportunity or threat and then the implication of this fact for the firm or problem.

Section	Contents
	Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the environment as more threatening or filled with opportunity. NOTE: If you find yourself writing, "The company has the opportunity to ….", you have identified an alternative not an opportunity. If the company can control the characteristic, it is not part of the external environment.
Alternative Strategies	The correct number of alternatives might be suggested by the case. For instance, should a certain product be launched? Other cases are more open-ended and the group could generate a near infinite list of alternatives. As a rule of thumb consider no less than three alternative courses of action for the company and certainly no more than five. Each alternative should consist of a description of the prospective marketing strategy (some combination of new/revised target market and/or Four P's) and an analysis of its pros and cons. The analysis should focus on the strategy's ability to repair weaknesses, mitigate threats, build on strengths, or exploit opportunities facing the company. Be clear and concise. You are writing a business report – not an essay.
Recommended Strategy	State which **one** of the alternative strategies you recommend. Conceivably, you might recommend a combination of alternatives to cover shorter and longer planning horizons. Justify your choice by saying why you rejected the other alternatives. Do not name a strategy here that was not described and evaluated in the previous section.
Implementation Plan	This is the action plan (when and what) that puts the recommended strategy into effect. It flows directly from the chosen strategy but should overlap it very little. This is not a restatement of your recommended strategy. It probably will help to create a timeline with defined steps/stages. Students are often surprised that some very major activities (i.e., acquiring a company) belong in this section. Marketing strategies consist solely of decisions about target markets and the Four P's. An acquisition is a way to obtain a new product once the strategic decision has been made to launch one. An implementation plan considers what has to happen, when it has to happen, who makes it happen, and, where possible, how much should be budgeted to make it happen.
Bibliography	Only necessary if you use any material from **outside the case itself**.

D. Group Marketing Plan (30%) Report due Friday December 8th- by 5:00pm - In Avenue Dropbox as a PDF file

Each group of students will work with a "client" who needs a marketing plan completed. This gives plans a sense of reality. Students **must** develop their own leads. It is preferred that the client works in a B2C environment. Do **NOT** work with chain stores or franchises where a Head Office sets the marketing strategy. Do **NOT** work with a client less than one year old. The best clients are independently owned and operated businesses.

A ***Marketing Plan*** is essential for every business operation and for efficient and effective marketing of any product or service. The ***Marketing Plan*** will allow you to clearly visualize both where a company is going and what the company wants to accomplish along the way. At the same time a ***Marketing Plan*** details the very important steps required to get the company from where it is to where it wants to be. An added benefit is that in compiling and developing the ***Marketing Plan***, a company will have thought through how long it will take to accomplish each step and what resources in money, time, and effort will be needed in order to do so.

A ***Marketing Plan*** forces management to separate achievable objectives from "pie-in-the-sky" conjecture. **Detail is important here**. Typically, businesses create ***Marketing Plans*** in which some sections are very detailed (i.e., a manager has given the material a lot of thought) while other, equally important, sections have little detail. You must **not** fall into this trap. The audience for a ***Marketing Plan*** is senior management. These people thrive on details – Who specifically is the competition? What specifically are the products? How specifically will the budget be used?

A well-prepared ***Marketing Plan***:

- Acts as a road map – describes the environment (i.e., competitors, regulations, economic conditions, demand, social and cultural factors, and demographics);
- Assists in management control and implementation of strategy – compare what is happening to what was planned to happen;
- Informs new participants of their roles in implementing the plan and reaching the objectives – gives all participants the "big picture" so they see how they contribute;
- Assists in obtaining resources for implementation – allows management to decide if money, people, and other assets will be assigned to this project;
- Stimulates thinking and better use of limited resources – builds on strengths and minimizes weaknesses to achieve synergies;
- Helps organize and assign responsibilities, tasks, and timing; and
- Makes one aware of problems, opportunities, and threats in the future.

MARKETING PLAN STRUCTURE

While your actual structure will depend on the type of product/service studied, use this as the required outline for your marketing plan. In terms of appearance, your report must meet best business standards. The total pages of the formal report is 40, not including cover page, contents, graphs and charts and appendices. It must NOT EXCEED 40 PAGES. It must be typed, with page numbers, double-spaced, one-inch margins all around, in a font size **no smaller than twelve points**. Whole numbers twenty or less should be written in words. Good English grammar and spelling count so edit carefully. Please apply the Chicago Style Citation format to this report.

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

The best marketing plans are not a simple academic exercise but read as if a real business would be able to execute a plan from this blueprint. *I will be keeping your submitted marketing plan for my records*. **Each group member should also have a copy of the report**. They can be used in job interviews to demonstrate the kind of work you are capable of doing.

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

TITLE PAGE

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

LETTER OF COOPERATION

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

EXECUTIVE SUMMARY – ONE TO TWO PAGES

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

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

Company Introduction – One Page

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

Problem Identification/Objective – One Page

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

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

After stating the problem, define a specific and measurable revenue objective for the next one or two years. For some groups, the objective may be a simple restatement of the desired sales specified in the problem. Other groups may feel that closing the gap is too big of a task and their objective will be to close a portion of the gap. Again be careful that your objective is not a solution to the problem. An objective "to advertise more" or "to develop a customer loyalty program" is a solution to the problem and should not be stated here.

Marketing Audit - Three to Four Pages

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

Competitive Advantages (Disadvantages?) – Two Pages

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

Company Resources and Experiences – One Page

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

ENVIRONMENTAL ANALYSIS (SUFFICIENT PAGES AS NEEDED, TO COMPLETE SECTION, WITHOUT EXCEEDING TOTAL REPORT PAGE COUNT)

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

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

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

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

THREE ALTERNATIVE STRATEGIES (2-3 PAGES, WITHOUT EXCEEDING TO REPORT PAGE COUNT)

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

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

RECOMMENDED MARKETING STRATEGY – ONE-HALF TO ONE PAGE

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

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

APPENDICES
Tables, graphs, maps, etc. should be in the main report. This is a place to put supporting documents or long calculations or lists of data. 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.

E: MARKETING PLAN PRESENTATIONS

These presentations will be made using PowerPoint and live group presentation, in class. Each presentation will be timed as follows: The interim presentation will not exceed twelve minutes (with an additional three minutes for questions/feedback), and the final presentation will not exceed 20 minutes (with an additional five minutes for questions/feedback). **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. An agenda slide is useful for the audience to follow the flow of the presentation.

CONTENT

The general outline you can follow is:

Interim Presentation (10%) – Starting October 24, 2023, and completed the following week, October 31st, 2023, if necessary. If you are not in attendance to participate with your group, your grade is zero for this class component. An MSAF not accepted, as this is comparable to an interim exam. Ask the instructor if any accommodation is needed, for other reasons.

1. Organizational Background: Discuss evolution/milestones, organizational structure, details of education/training and business/other experience and expertise of owners, managers, etc. and identify the number of employees, and individual roles, and any industry or market recognition received.

Then, in detail discuss:

2. Current Marketing Strategy: 4P’s,
3. Target Market/Segmentation
4. Marketing Problem to solve/Objective - Quantitative (desired) and/or Qualitative, and any significant business issues, performance challenges
5. Competitive Advantage (and Disadvantages?)
6. Competitive Environment – Primary/Secondary Competitors

Final Presentation (20%) – Starting Week of November 28th, 2023, and completed the following week, December 5th, 2023. If you are not in attendance to participate with your group, your grade is zero for this class component. An MSAF not accepted, as this is comparable to an interim exam. Ask the instructor if any accommodation is needed, for other reasons.

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

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. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

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

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work" and the link below;

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

Course Modification

From time to time there may be a need to move/add topics or change the schedule or the delivery format. If these are necessary, you will be given as much notice as possible.

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. **It is your responsibility to understand what constitutes academic dishonesty.**

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.

For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy,*

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, 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, 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 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.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's *Academic Accommodation of Students with Disabilities* 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 should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation 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.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 3MC3 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.

Week of	***3MC3 C11 CLASS SCHEDULE AND CONTENT***
5-Sep-23	*Lecture:* **Introductions, Course Outline, The Marketing plan, the case method**
12-Sep-23	*Lecture:* **Teamwork and optimizing working in groups, The Marketing Plan** ***CASE: LIMELIGHT THEATRE***
19-Sep-23	***CLIENT SELECTION DUE***
19-Sep-23	***CASE: THOMPSON BROS.***
26-Sep-23	***CASE: JULIUS SCHMID***
03-Oct-23	**In class workshops:** 1. COMMUNICATION WITH CONFIDENCE 2. PRESENTATION SKILLS
4-Oct-23	***Hand in Case: TREMCO*** **Due WEDNESDAY October 4th – 5:00 PM** IN AVENUE DROPBOX
9-Oct-23	***MID TERM RECESS – No Class*** ***October 9th-15th***
17-Oct-23	***CASE: PORSCHE CANADA***
24-Oct-23	**INTERIM PRESENTATIONS**
31-Oct-23	**INTERIM PRESENTATIONS** ***MAY HAVE AVAILABLE TIME FOR GROUP WORK, DISCUSSIONS WITH PROFESSOR AND/OR TA***
7-Nov-23	***CASE: E.D.SMITH*** MAY HAVE TIME AVAILABLE FOR GROUP WORK OR LECTURE
14-Nov-23	***CASE: HURON CANVAS*** MAY HAVE TIME AVAILABLE FOR GROUP WORK
21-Nov-23	***CASE: CRAYOLA CRAYONS*** MAY HAVE TIME AVAILABLE FOR GROUP WORK
28-Nov-23	***Begin Final Presentations***
5-Dec-23	**COMPLETE FINAL PRESENTATIONS** **PROFESSOR'S CLOSING COMMENTS, PERSONAL OBJECTIVES REVIEW**

8-Dec-23	**FINAL MARKETING PLAN DUE DECEMBER 8TH – 5:00 PM** IN AVENUE DROPBOX

Sample Case Discussion Questions

Thompson Brothers Funeral Homes

1. Should the pricing policy be changed at the Mount Hamilton Chapel?
2. What impact would a pricing policy change have on performance over the next three years?
3. What other changes could be made to the company's marketing mix to improve performance?

Julius Schmid of Canada Ltd.

1. What motivates customers to purchase condoms? Does that motivation differ between men and women?
2. What would be the advantage/disadvantage of targeting a product explicitly to women?
3. What would be the advantage/disadvantage of targeting a product explicitly to gay men?
4. How should Julius Schmid reach both of these non-traditional markets?

Limelight Cinema

1. Size-up the company and its environment. Why has it been unsuccessful to date?
2. What impact will the new membership policy have on the company's revenues and profits?
3. What action should Olga undertake to make the cinema successful?

Acknowledgement of Course Policies

Your registration and continuous participation in the various learning activities of COM3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during classes. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
PEER EVALUATION FORM
Please submit with final report – Friday, December 8th, 2023

INSTRUCTIONS:

1. Every group member must complete a peer evaluation. Please assign each person in your group an amount of money which **represents each individual's contribution to the project, presentations and hand-in cases**.

2. Your total budget to distribute among the people in your group is $1,000 x (the number of people in your group). For example, if there are five people in your group, then pretend that you have $1,000 x 5 = $5,000 to pay to the group.

3. If everyone contributed equally, then pay each person $1,000.

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.

5. Your evaluation is to be done by you **<u>with no consultation with others in your group or from other groups.</u>**

6. In most cases, these evaluations will be valuable input to your professor in allocating marks. However, your professor might not use the evaluations under some circumstances.

7. TREAT THIS EVALUATION SERIOUSLY.

8. MAKE SURE THAT THE FEES PAID ADD TO $1,000 x GROUP SIZE.

GROUP NUMBER: _____ YOUR NAME: ______________________________

CLIENT ORGANIZATION: ____

GROUP MEMBER (alphabetical order)	FEE
____	____________
____	____________
____	____________
____	____________
____	____________
____	____________

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT

GROUP FORM – Due to instructor in class by Tuesday, September 19th, 2023

GROUP #:____________ (To be assigned)

STUDENT NAME ID# EMAIL

1. LEADER:____

2. ____

3. ____

4. ____

5. ____

6. ____

7. ____

COMPANY NAME:____

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

____

____

____

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

____

____

____

C) Provide company contact name and phone number/e-mail address.

____