

**MBA M650  
Marketing Management  
Winter 2017 Course Outline**

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

**COURSE OBJECTIVE**

Building on concepts covered in MBA I604 – Creating Customer Value, this course will help students develop a deeper understanding of marketing and its applications primarily through practical problem solving exercises. The students will learn how to use marketing principles to make better decisions, from high level strategic decisions to more granular, tactical ones centered on the effective deployment of the marketing mix elements. The course will be taught using cases, lectures, and a major field project which has student teams working with companies.

**INSTRUCTOR AND CONTACT INFORMATION**

**Core 01**  
**Marvin Ryder**  
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Tel: (905) 525-9140 x23997

Assistant Professor of  
Marketing & Entrepreneurship  
Office: DSB 215  
Classroom: RJC 236

**Teaching Assistant**  
**Mohammad Kayed**  
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**COURSE ELEMENTS**

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

**COURSE DESCRIPTION**

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

**LEARNING OUTCOMES**

The course will help you to:

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

<b>REQUIRED COURSE MATERIALS AND READINGS</b>
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<b>MBA M650 CUSTOM COURSEWARE PACKAGE</b>
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<b>EVALUATION</b>
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### ***Components and Weights***

A.	Participation and Class Contribution	20%
B.	Hand-In Cases Completed by the Group	15%
C.	Marketing Plan (due Wednesday, March 29, 2017)	35%
D.	In-class Oral Presentation of Interim Report	15%
E.	In-class Oral Presentation of Final Report	15%
TOTAL:		100%

### ***Conversion***

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

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90 to 100	B+	75 to 79
A	85 to 89	B	70 to 74
A-	80 to 84	B-	60 to 69
F	00 to 59		

<b>A. PARTICIPATION AND CLASS CONTRIBUTION (20%)</b>
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This refers to the spoken comments that you make in class during our case discussions. It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, and testing assumptions. This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. Class contribution marks are based on the quality as well as the quantity of participation. You should think carefully about the contribution your comments will make to understanding and resolving the issues in class discussions. On the other hand be sure you do contribute. No class contribution results in **ZERO** marks. Marks are not awarded for attendance but if you are absent from class you have lost a chance to contribute to a class discussion.

To maximize your chances to earn contribution marks:

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

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

Absence from class is a serious matter, since you obviously can't participate if you're not there. If there are legitimate reasons for you to miss class, you need to provide documentation within one week of returning to school to the Student Experience-Academic Office. The key to high contribution grades is making a quality contribution to **every** class. Marks will be awarded on **both** quality and consistency.

## **B. GROUP WORK**

You will form groups of four people (or five given instructor permission). Each group has a case analysis to complete. The group is also responsible for completing a Marketing Plan for a client and for making in-class presentations of the plan. Please complete the last page of the course outline and submit it **NO LATER THAN Thursday, January 26<sup>th</sup>**.

**80% of your mark in this course is teamwork so choose your fellow group members wisely.** To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. The peer evaluation form (attached to this outline) should be submitted no later than **Wednesday, March 29<sup>th</sup>**, with the completed Marketing Plan. **If I do not receive a peer evaluation form from you, I will assume that you feel each member of the group contributed equally.**

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

## **C. HAND-IN CASE (DUE THURSDAY, MARCH 9<sup>TH</sup> - 15%)**

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

In terms of appearance, your objective is a case that is up to the best business standards. That means that your case should be typed and double-spaced, should have one inch margins all around and should employ a font size of no smaller than twelve points. Whole numbers twenty

or less should be written in words. Good English grammar and spelling count so edit carefully. Marks will reflect this.

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

### **TIMING**

Written case assignments will be accepted for grading only **by class time or noon** on the assigned due date. Please do not wait until the day the report is due to complete it. Viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things. We will endeavour to return the cases to you in plenty of time to use the feedback for improvement on your next case.

### **FORMAT**

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

<b>Section</b>	<b>Contents</b>
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.

Section	Contents
	<p>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.</p> <p><b>Be sure to conclude this section with a summary telling the reader if you see the company as stronger or weaker (with justification).</b></p>
External Analysis	<p>This is a listing of the key opportunities and threats in the environment. They are external to a firm and are not completely controllable. They may be trends to be embraced or exploited but they may also be trends which could hurt the company or its products/services. Use the same format here as you used for the Internal Analysis. Remember to both identify the opportunity or threat and then the implication of this fact for the firm or problem.</p> <p><b>Be sure to conclude this section with a summary telling the reader if you see the environment as more threatening or filled with opportunity (with justification).</b></p> <p>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.</p>
Alternative Strategies	<p>The correct number of alternatives might be suggested by the case. For instance, should a certain product be launched? Other cases are more open-ended and the group could generate a near infinite list of alternatives. As a rule of thumb consider no less than three alternative courses of action for the company and certainly no more than five.</p> <p>Each alternative should consist of a description of the prospective marketing strategy (some combination of new/revised target market and/or new/revised 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.</p>
Recommended Strategy	<p>State which <b><u>one</u></b> 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.</p>
Implementation Plan	<p>This is the action plan (when and what) that puts the recommended strategy into effect. It flows directly from the chosen strategy but should overlap it very little. This is not a restatement of your recommended strategy. It probably will help to create a timeline with defined steps/stages.</p>

Section	Contents
	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 <b><u>outside the case itself</u></b> . Use the Citation Guide provided in the courseware pack as a guideline.

### **D. MARKETING PLAN (65%) REPORT DUE WEDNESDAY, MARCH 29<sup>TH</sup>**

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 client leads.

Each team will make two presentations to the class. During the first presentation, the group will present background information about the client and its current marketing practices along with an overview on competition. The second presentation will consist of a formal presentation of the rest of the marketing plan to the entire class (and perhaps the client).

These presentations will be made using PowerPoint and the video/data projector available in class. Please familiarize yourself with the use of this equipment. Each presentation will be timed and will not exceed **fifteen** minutes (with an additional **five** minutes for discussion or “Questions & Answers”). **All group members must participate in the presentation.** The presentations and resulting discussion period are an opportunity for you to receive feedback from the entire class prior to either continuing with the marketing plan development or submitting the plan to the client and the professor. You should dress in **business casual attire** for the presentation. No “agenda slide” is needed since all teams are using the same presentation template. The general outline you can follow is:

#### ***Interim Presentation (15%) – Starting February 14, 2017***

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

#### ***Final Presentation (15%) – Starting March 21, 2017***

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

***Bound Marketing Plan Report (35%): Due by 4:30p.m. to the RJC Concierge Desk on Wednesday, March 29<sup>th</sup>, 2017***

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

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

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

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

## ***MARKETING PLAN STRUCTURE***

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

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

The best marketing plans are not a simple academic exercise but read as if a real business would be able to execute a plan from this blueprint. *I will be keeping your submitted marketing plan for my records.* **You may wish to print and bind extra copies for each group member.** They will be useful in 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://library.mcmaster.ca/guides/MBA-M650>

### **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 AND OBJECTIVE IDENTIFICATION – ONE PAGE (OR LESS)**

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

The “typical” problem in this course is a gap between actual and desired 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.

Follow this, with the specific and measurable project objective which might cover the next year or two. This usually involve sales dollars and sales volumes to be achieved. For some groups, the objective may be a simple restatement of the desired sales specified in the problem section. Other groups may feel that closing the gap identified in the problem statement is too big of a task and their objective will be to close a portion of the gap. Again be careful that your objectives are not solutions to the problem. An objective “to advertise more” or “to develop a customer loyalty program” are solutions to the problem and should not be stated here.

### **MARKETING AUDIT - TWO TO FOUR PAGES**

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

### **COMPETITIVE ADVANTAGES (DISADVANTAGES?) – ONE PAGE**

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 – ***not mentioned elsewhere in the report.***

### **ENVIRONMENTAL ANALYSIS**

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

- Demand and Demand Trends – Estimate the size of the market in dollars or units sold and how these numbers might be growing or shrinking over the next year or two. 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! How is demand changing? Please use secondary (either published or historical) data for this section. And be sure to reference your data sources.
- Social, Cultural, Demographic factors – usually represent things happening in the trading area of the business.
- Economic and Business Conditions – the best would be local conditions but when those aren't available provincial or national data is a good substitute.

- Competition – Primary competitors (no more than four with a half page summary of each) and secondary competitors/substitutes (again no more than four) – 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 revenue, market share, etc.  
**Most important – what is each primary competitor's competitive advantage?**

The “Competition” and “Demand and Demand Trends” sections will each be three or four 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**

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 any specific 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 objective for the project. Remember, the strategies must fit with the resources of the organization. Try to develop alternatives that will “wow” your client company!

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

### **RECOMMENDED MARKETING STRATEGY – ONE-HALF TO ONE PAGE**

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

### **IMPLEMENTATION PLAN – TWO PAGES**

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

### **APPENDICES**

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

## COMMUNICATION AND FEEDBACK

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential e-mail to Manish Kacker, Area Chair ([kacker@mcmaster.ca](mailto:kacker@mcmaster.ca)) or the Associate Dean, Graduate Studies and Research (Naresh Agarwal [agarwal@mcmaster.ca](mailto:agarwal@mcmaster.ca)).

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous>

Students who wish to correspond with instructors or TA's directly via e-mail **must send messages that originate from their official McMaster University e-mail account**. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. **E-mails regarding course issues should NOT be sent to the Area Administrative Assistant.**

Your instructor will provide evaluation feedback for at least 10% of the final grade to students prior to Week #5 in the term.

## 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.

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy located at:

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

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as “to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage.” This behaviour can result in serious consequences – for example, the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the University.

The following illustrates only three forms of academic dishonesty:

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

## REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

When students miss class participation for legitimate reasons, the weight for that participation will be distributed across the other case discussions in the course at the discretion of the instructor. For a one-class absence, an e-mail to the instructor explaining the reason for the absence is sufficient. For an absence of two or more consecutive classes, documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office (MASO) within five (5) working days upon returning to school. To document absences for

health-related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate, which can be found on the DeGroote website at:

<http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>

Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program. To document absences for reasons other than health related, please provide documentation supporting the reason for the absence and the Petition for Relief for MBA Missed Term Work:

<http://mbastudent.degroote.mcmaster.ca/MBA/documents/relief.pdf>

For any other issues pertaining to missed discussions or assignments, please refer to the student calendar or contact the Student Experience – Academic (MBA) office.

### **A NOTE ON GRADING**

The evaluation to determine a grade is based on the quality of the submission. There is a bit of subjectivity in this evaluation as with most evaluations in business; however, our experience indicates that there is a “standard” answer that defines the relevant concepts, makes a logical argument, and uses relevant examples where required. Cases will be graded on an index of 10. This does not mean that 6 out of 10 represents 60% and a B-. Similarly, when percentages are reported, they should not be automatically interpreted as letter grades according to the registrar’s conversion system. When your work is returned after grading, you will be informed regarding how your performance should be interpreted for that particular item.

### **RESEARCH USING HUMAN SUBJECTS**

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

<http://www.pre.ethics.gc.ca>

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

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

<http://reo.mcmaster.ca>

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

## STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of the term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes be arranging an appointment with the instructor. If a student with a disability chooses **NOT** to take advantage of an SAS accommodation, a petition for relief may not be filed after the fact. The SAS website is:

<http://sas.mcmaster.ca>

## COURSE EVALUATIONS

About the eighth week of the course, a formal evaluation of the instructor and the course will be conducted by the Michael G. DeGroote School of Business. All students are expected to participate in this evaluation as your answers will be used to help change the course structure and your evaluation of the instructor will be used in tenure, promotion and merit pay decisions.

## POTENTIAL MODIFICATIONS TO THE COURSE

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

## COURSE SCHEDULE

Week	<u><i>Class 1 (Tuesday)</i></u>	<u><i>Class 2 (Thursday)</i></u>
16-Jan-17	<i>COURSE INTRODUCTION</i>  <i>REVIEW OF SOME MARKETING CONCEPTS</i>	<i>THE MARKETING PLAN</i>
23-Jan-17	<i>CASE: EAST HAMILTON MINIATURE GOLF</i> <i>MARKETING STRATEGY</i>	<i>CASE: JULIUS SCHMID OF CANADA LTD.</i> <i>TARGET MARKET</i>

30-Jan-17	<b>CASE: HURON CANVAS CLOTHIER</b> <i>PRODUCT</i>	<b>CASE: FORUM DES ARTS</b> <i>PROMOTION</i>
6-Feb-17	<b>CASE: SPACEMAX</b> <i>PRODUCT</i>	<b>CASE: E.D. SMITH &amp; SONS LTD.</b> <i>PRODUCT</i>
13-Feb-17	<b>INTERIM PRESENTATIONS</b>	<b>INTERIM PRESENTATIONS</b>
	<b>STUDY BREAK – NO CLASS</b>	<b>FEBRUARY 20 TO 24, 2017</b>
27-Feb-17	<b>MORE KEY MARKETING CONCEPTS</b>	<b>CASE: TREMCO LTD.</b> <i>PROMOTION</i>
6-Mar-17	<b>CASE: DOMINION TANKING LIMITED</b> <i>PRICING</i>	<b>CASE: NATIONAL MUSIC STUDIO</b> <i>DISTRIBUTION</i> <b>HAND-IN CASE #1 DUE MAR. 9, 2017</b>
13-Mar-17	<b>CASE: PORSCHE CARS CANADA</b> <i>DISTRIBUTION</i>	<b>CASE: FORTRON INTERNATIONAL INC.</b> <i>INTERNATIONAL MARKETING</i>
20-Mar-17	<b>FINAL PRESENTATIONS</b>	<b>FINAL PRESENTATIONS</b>

## CASE DISCUSSION QUESTIONS

### EAST HAMILTON MINIATURE GOLF

1. Why are Mr. Gauthier and Ms. Anand investing in a miniature golf course? What strengths or weaknesses do they bring to the business?
2. Who would use the miniature golf course? How would they decide to play a round of miniature golf?
3. List some different marketing strategies which could be used. What marketing strategy of mix of the 4P's would you recommend?

### 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?

### HURON CANVAS CLOTHIER

1. What would be the financial impact of dropping the children's clothing line? How could she recover the lost sales and profits?
2. What would be the prospects of a "Huron for Kids"?
3. As a franchisee, can she drop the children's clothing line?
4. What plan of action would you recommend to Nicole Reynolds?

**FORUM DES ARTS**

1. In hindsight, explain why ticket sales for the concert had been disappointing?
2. What action should Denis authorize?
3. How can this problem be avoided in the future?

**SPACEMAX**

1. What steps should the partners take before making a decision to launch the Lockermate shelf?
2. Would you recommend that the Lockermate shelf be launched?
3. What marketing activities should be undertaken in the first two years of business?

**E.D. SMITH AND SONS LTD.**

1. Size up the company and its environment. What are the opportunities and threats facing the company over the next five years?
2. Without being judgemental, generate as many different strategic directions for the jam and jelly product line as possible.
3. Recommend a direction to develop the jam and jelly line over the short term (one to two years) and long term (three to five years). How would you implement your plan?

**TREMCO LTD.**

1. Refresh yourself with the Consumer Adoption Process. Where in the process is Mono Foam having difficulty?
2. How important is Canadian Tire to the success of Mono Foam? Does the clout of this one retailer bother you?
3. How should Paul proceed with the promotional plan?

**DOMINION TANKING LIMITED**

1. Prepare a bid for Andrew in terms of price per mile.
2. What activities would he have to undertake to get all internal parties to agree to the bid?
3. Bidding too low or too high could be disastrous. What precautions could he take?

**NATIONAL MUSIC STUDIO**

1. Is there enough demand in the suburbs to open a new outlet?
2. If there is a market, which suburb should be chosen – Bedford or Sackville?
3. What changes in the present marketing strategy are required (either for the new outlet or the existing ones)?

**PORSCHE CARS CANADA**

1. Assess the market potential of the five new dealership proposals.
2. Assess the qualifications of the applicant(s) for the five new dealership proposals.
3. Should a dealership be awarded? Where? To whom?

**FORTRON INTERNATIONAL INC.**

1. Size-up the company and its environment. Why has the Fox40 whistle been a success? Why has the company been less successful in Germany?
2. Analyze and review the international marketing possibilities facing the company.
3. What actions should Fortron International Inc. take in the German market?

## MBA M650 - APPLIED MARKETING MANAGEMENT PEER EVALUATION FORM

**Please submit with final report – Wednesday, March 29, 2017**

INSTRUCTIONS:

1. 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  $\$1,000 \times$  (the number of people in your group). For example, if there are five people in your group, then pretend that you have  $\$1,000 \times 5 = \$5,000$  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 **with no consultation with others in your group or from other groups.**
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  $\$1,000 \times$  GROUP SIZE.**

GROUP NUMBER: \_\_\_\_\_ YOUR NAME: \_\_\_\_\_

CLIENT ORGANIZATION:

[illegible]

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**MBA M650 - APPLIED MARKETING MANAGEMENT**

**GROUP FORM – Due to instructor by Thursday, January 26, 2017**

GROUP #:\_\_\_\_\_ (To be assigned)

STUDENT NAME

ID#

EMAIL

1. LEADER:\_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

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6. \_\_\_\_\_

COMPANY NAME:\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

\_\_\_\_\_