

**MBA M727
Marketing Communication
Summer 2022 Course Outline
Integrated Marketing Communications
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

To arm you with contextual, theoretical and professional applications of knowledge-based skills to connect brands to customers responsibly, effectively and efficiently through dynamic messaging and interactive media. We will view traditional media known as old and digital media aka new as one whole lot of holistic content synergy across media mix with personalization at scale. It will be argued that digital marketing and advertising is an integral part of marketing communications and that it is not merely a distinct and separate component of Integrated Marcom.

INSTRUCTOR AND CONTACT INFORMATION

Thu 7:00 PM – 10:00 PM

Dr. Mark Carassi
Instructor

Carassim@mcmaster.ca
mark.carassi@carassi.com

Office: RJC

Office Hours: In-person 5:30 PM-6:30
PM on Thursdays: Prior appointment.
Zoom meeting suitable to both parties.

Tel: (416) 219 9955
Class Location: RJC 357

Course website: <https://mbastudent.degroote.mcmaster.ca/descriptions/m727/>

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: Yes	Guest speaker(s): Yes

COURSE DESCRIPTION

This class will cover the various domains of Integrated Marketing Communications and throughout, it will be argued that IMC is no longer a distinct, unique and non-inclusive **integration** of the various spheres of communications. The focus will be on advertising and promotion and other major areas of marketing communications will also be studied that include public relations, personal selling, trade-consumer promotions, data-base direct marketing, experiential/events, products/industry exhibitions, sponsorship, point of sales materials, consumer-corporate incentives & merchandise, collaterals, packaging, physical-digital commerce, Programmatic, Connected TV, Merchandizing, digital platforms/sites communications and production (print, audio & video).

Today consultancies are public relations companies and are ad agencies such as Accenture, while PR companies, Edelman is creating ads, planning and buying media and acting as an ad agency. Advertising and media holdings such as Omnicom once again after years of traditional IMC (i.e., many companies within one holding providing various distinct communication services with separate entities) have transformed full circle back to vertical full-service agencies and attempting to challenge business consultants by getting into their territory through deep-learning advisory of tech and software to allure the CEOs and the boardrooms. Advertisers also known as clients and marketers are now demanding data-driven, whole-stack, fully integrated marketing communications services from their holding companies and agencies. Full Integration is manifest, like never before, across and within domains of activities as horizontal and vertical integration in the various fields of marketing communications. Nowadays, Marcoms categorically are non-exhaustive, fully integrated fields of marketing communication in practice that are in constant transformation and morphs within and across the various fields of activities and services to advertisers. The largest consultancies are now offering vertical integration of marketing communications services in competition with ad holdings (merging famously creative shop Droga into Accenture Interactive) and advertising and PR companies that are doing the same and bringing all their horizontally integrated individual companies within one operation to serve large clients. Integrated domains of activities as vertical departments under one body, and horizontal entities spread across as independent companies under one holding have had the same reasoning in common that is to provide a wide range of services to their clients and lower their own costs within the operation, the supply

chain and staffing and increase revenues and profits in the process. Simultaneously with cost and service efficiencies achieved as a competitive advantage, the holdings are enabled to provide their clients with most cost-efficient and value-added effective services across the board.

LEARNING OUTCOMES

To empower you to incorporate transformational thought processes of data science and tech innovation with its theoretical application to strategic and creative design thinking to develop integrated marketing communications plans. That being the case, to prepare you to research, produce, document and present professionally fully integrated Marcom campaigns with purpose and rigor. You will learn how to build and maintain strong customer brand equity within the context of North American markets and globally.

REQUIRED COURSE MATERIALS AND READINGS

Marketing Communications, Integrating Online and Offline, Customer Engagement and Digital Technologies, Smith, PR, Zook ZE. **7th Edition**. Kogan Page

Corporate white papers, academic journals, relevant business publications and other strategic and analytics readings from major online ecommerce, social media and browser-incorporated platforms that will be distributed on a weekly basis.

OPTIONAL COURSE MATERIALS AND READINGS

Integrated Marketing Communications, Tuckwell, Keith J. 5th Edition. Pearson

EVALUATION

Through this class you will amass the required knowledge and adroitness to undertake a marketing communication situation analysis, setting objectives, putting forward strategies and developing creative product/brand targeting and positioning and creating ad campaign concepts that will contribute to the quality of your handout documents and presentations in the class. Your group documents and oral presentations will be evaluated by your instructor and reviewed and judged by a high-level Marcom executive in Canada, the U.S. or in Europe and other parts of the world depending on the subject matter and the circumstances. Your

strategic writing style, rationale, relevance of your compelling background work, engaging strategies, planning and execution in your two class projects will also be assessed and graded based on your understanding of the assigned book, weekly reads, lectures (that all will be tested with two exams), class discussions and substantially engaging participation based on your regular and punctual attendance. Your final grade will be calculated as follows:

Components and Weights

Midterm Individual Project:	Documentation and Class Presentation	15%
Final Group Project:	Documentation and Class Presentation	30%
Midterm Exam:	Multiple-Choice	10%
Final Exam:	Multiple-Choice	20%
Class Discussions:	Participation & Engagement	25%
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:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

Grade 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	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Course Deliverables

Midterm individual project with documentation and class presentation, and a final group project with documentation and class presentation will comprise the key weight of the course. A midterm multiple-choice exam and a cumulative final exam will also be part of the evaluation of your class grade. Class discussions and participation with relevant full engagement is a key deliverable in the class.

Perspectives on transformation of Integrated Marketing Communication

Marketing communications is perhaps one of the most engaging and rewarding subfields of marketing that commands big-dollar budgets in creative, production and media spend while increasingly influencing the CEOs and grabbing the attention of the boardrooms. As a field of study and practice, Marcom(s) has immensely been impacted and driven by the emergence of Big Data, and artificial intelligence known as ai with smart algorithm and massive statistical correlations and mathematical calculations at scale that led to proliferation of self-augmenting machine-learning platforms. The upshot of tech and database processing innovation in digital applications and platforms of all sorts has continually and swiftly been transforming the integration of marketing communication architecture, processes and modus operandi through online flow of real-time, on-demand data, analytics, and insights to enable the development of persuasive creative and efficient media delivery.

Integrated Marketing Communications is Evolving Fast: Be in The Know:

1. Marketing communication today embraces horizontal linkages and **integration** of data to predictive analytics, strategies, creative, content, digital, media, conversion, performance metrics and technology. Strategic IMC and Marcom stack planning and implementation leads to fully integrated data-driven organizational processes, strategic management, fluid flow of inter-activities and effective creative/media execution.
2. Marketing communication encompasses vertical **integration** of first- second- and third-party data to achieve more granular analytics toward optimization of creative and media for effective and efficient messaging and delivery. The stacking and integration of the secured data from various parties and its application to consumer, creative, media content and media reach datasets are critical for enhancing brand, product and category insights and optimization of IMC results.

3. Marketing communication cuddles with confidence the **integration** of consumer data; market data; advertiser's product, category, perceptual, positioning mapping data; media mix content data; media reach demographics, psychographics and a slew of behavioral data toward matching, **integration** and overlapping of data for on-going **optimization** of IMC.
4. Marketing communication hugs the **integration** of media mix through data, synergy and consistency for a unified and inspiring customer experience across ecommerce, social media, apps, websites, videogames, SEO and a wide array of other digital spaces such as VR/AR metaverse, blockchain and NFT marketing platforms as integral newer elements of IMC in linkage and in unison with the traditional media mix integration as TV, radio, newspapers, magazines, billboards and transit.
5. Marketing communication pivots around the **integration** of visual **creative variations** (different from personalization) toward developing more effective ad campaigns as opposed to one-off ad design. Through Marcom instead of executing only mass communication or broadcasting, the stack echo system must allow with the help of data to build optimal media audiences with personalized messages delivered to single individuals on a mass scale. Such creative and media execution integration is made possible because internet and platform users are shadowed closely and magically 'cookied' with the virtual imprints of clicks, codes, nodes, browsers and the ecology of the internet community at large.
6. IMC traditionally was offered through **vertical integration** under one roof within one agency and services were offered through in-house departments of the agency or the agency sourced out such services through suppliers such as production houses and research organizations as examples. BBDO and Grey ad agencies in the 80s and the 90s were good examples of full-service agencies providing vertical integration of Marcom. The second wave was innovative **horizontal integration** initiated by Saatchi & Saatchi in the 80s and expanded massively by the founder Martin Sorrel through WPP providing various IMC services through separately acquired companies with distinct functions. Publicis also followed suit. In horizontal integration clients were using the services through pick and choose process under one roof of the holding companies. The third wave as it prevails now is **full integration under one unit** within the ad holding approach toward integrated Marcom stack with synergy as top priority for better Customer Experience Management CXM. The major holdings have by now fully integrated most of their relevant acquired specialized companies to provide one unified integrated service, because of the sudden twin-necessity of data and tech and its disrupting impact on agencies, holdings, and the client businesses and brands alike.
7. Marketing communication **integration** both in academia and practice for long has been viewed, studied and practiced as distinctly separate domains of services as creative agencies, media agencies,

data base companies, promotional units, research companies and myriad of other shops through holdings that have been providing uniquely clear-cut expertise and know-how to the clients. It got to the awkward point that not only the creative and media went on separate pitches to different ad agencies and media agencies, but for some holdings and advertisers even media planning and buying have been bizarrely put separately for agency pitches. For sure the large clients with budgets as big as 4 to 8 billion US dollars per year can dictate their desires to the marketing communication industry. At the same time the big holdings have their own influential role in directing the trends in the Marcom industry. It was partly the rampant horizontal expansion and poor integration of owned companies and services that brought the exit of Sir Martin Sorrel and the turmoil at WPP (financial irregularity as other main issues) and as much the rapid impact of data and technology that made the existence of myriad of companies under WPP holding financially unviable and technologically unsustainable as the largest communication company in the world. The course of events turned top holdings and the whole Marcoms industry and academia functionally and operationally disrupted rather than turning them into disruptive businesses at the earlier stages of big data! The emergence of big data science and ai technology impacted countless communications organizations negatively globally and dragged the largest holdings into oblivion for years. Now it appears that the industry is beautifully catching up and some universities following suit.

Despite all the monumental changes in the field must note that objectives, strategies, tactics and the execution of various functions and aspects of marketing communication has remained unmistakably distinct in terms of the traditional fundamentals in the success of businesses all over the world. Accordingly, in academia, the definitions, functions, intertwining interactivities, and linkages among the various domains of studies and fields of practice in MARCOM should be REVISITED through the lens of transformational diffusion of innovation within and across integrated marketing communications.

Optimization of creative, media and reach measures was due to the arrival of lightning-fast processors, masses of storage capacity, smart clouds and the reconceptualization and reconfiguration of resilient data-base architecture leading to the present wave of innovation in data-driven integrated marketing communication.

Nowadays, IMC is multi-layered in complexity, multidimensional in its potentially vast scope and hugely multidisciplinary that encompasses intense set of activities with required in-depth skillset and capabilities.

Therefore, integrated marketing communications is beyond simply piling together, strategizing, and implementing various realms of activities.

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degrootemcmaster.ca/contact/anonymous/>

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 Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

ACADEMIC INTEGRITY

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

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

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

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

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

AUTHENTICITY/PLAGIARISM DETECTION

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.

ON-LINE 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.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office 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 Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

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. Such requests must be

made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

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

Missed Final Examinations

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate 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. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from

the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

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 must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

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.

POTENTIAL MODIFICATION 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

ONLY IF APPLICABLE

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 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.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA M727 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.

MBA M727
Marketing Communication
Summer 2022 Course Schedule

WEEK	DATE	ASSIGNMENT
1	Thu May 5	01 New integrated marketing communications 3-29 02 Branding 31-72
2	May 12	07 Marketing communication agencies 208-236 04. Buyer Behaviour 110-155
3	May 19	05 Communications Theory 156-180 06 Marketing communication research 181-206
4	May 26	03 Customer relationship management 75-109 08. International marketing communication 238-261
5	June 2	09 The marketing communications plan 263-294 10 The changing communications environment 295-316
6	June 9	11 Selling, social selling, automation & martech 323-347 12 Advertising 348-390
7	June 16	13 Publicity and public relations 391-426 14 Sponsorship 427-448

8	June 23	15 Content marketing and other sales promotion 449-48 16 Direct mail, email, messaging and chatbot 486-519
9	June 30	17 Exhibitions, Events and experiential 520-545 18 Merchandizing and point of sale 546-567
10	July 7	19 Packaging 568-591 20 Owned media – Websites and social media 592-637
11	July 14	Available class date for pushing forward with agility the regular class lectures and discussions to these contingent dates to accommodate for midterm students' individual Integrated Marcom presentations in class within the last two weeks of June depending on the length of the pitches and the final number of registered students. Updates will be provided.
12	July 21	Available dates for moving forward the regular class lectures and discussions to accommodate for corporate class speakers . Since the industry executives operate under very tight daily schedules, an agile and flexible planning is put in place to respect the busy calendar of the class speakers. Each speaker's presentation will be kept at 30 minutes or max 40 minutes with a 15 to 20 minutes max for Q&A. No more than 3 speakers will be considered throughout the summer semester. Updates will be provided.
13	July 28	Final Integrated Marcom group presentations and final multiple-choice exam.

Please Note: The weekly arrangement of the chapters can be changed or swapped.