

**Business C741/M722  
Health Care Marketing  
Fall 2022 Course Outline**

**Health Policy and Management  
DeGroote School of Business  
McMaster University**

**COURSE OBJECTIVE**

This course is designed to provide you with an understanding of the marketing issues facing the health care manager and to prepare you to meet those challenges with sound marketing strategies. Topics covered include the nature of marketing health care products (goods, services and ideas) to health care consumers within both for-profit and not-for-profit environments. We also will explore topics from a global perspective, considering the impact that cultural and political differences have on the selection of marketing strategies. This course builds on your previous learning in health care services and strategic management and acts as a stepping-stone to the real world of private and public health care management. The purpose of this course is to enhance your capacity to fill the role of a manager responsible for strategic marketing performance.

**INSTRUCTOR AND CONTACT INFORMATION**

**C741/M722 Thursday 11:30-2:20 RJC TBA**

**Instructor: Dr. Maureen Hupfer**

**Office: DSB 213**

**Contact Information: 905-525-9140, ext. 24101; [hupferm@mcmaster.ca](mailto:hupferm@mcmaster.ca)**

**Office Hours: Main Campus Wednesdays 2:30-4:30 and by appointment. RJC before and after class. Please let me know the day before class so that I can adjust my travelling times.**

**COURSE ELEMENTS**

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue to Learn:	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		

## **COURSE DESCRIPTION**

This course provides students with an in-depth understanding of the key concepts and principles of strategic marketing and their application to health care. In the context of the rapidly changing health care environment in various global settings, the course explores the differences and similarities between the marketing of services, tangible goods and ideas (social marketing) and between marketing activities conducted by for-profit and non-profit organizations. The course will consist of lectures, guest speakers, and readings, as well as practical field experience that will require student teams to undertake a marketing consulting project for the City of Hamilton Public Health Services. Throughout the term students will develop skills for analyzing health care marketing problems and determining marketing strategy.

## **LEARNING OUTCOMES**

Upon completion of this course, students will:

- Understand the key concepts of strategic marketing for goods, services and ideas, and how to apply them in the health care sector for profit and non-profit organizations
- Have a working knowledge of the elements of the marketing mix and how to apply them to health care marketing situations
- Have the required skills and understanding of a framework to analyze complex marketing problems and develop strategic plans to effectively address them
- Have obtained team project management experience.

## **REQUIRED COURSE MATERIALS AND READINGS**

There is no required textbook for this course. All of those that are available tend to be dated, very “American” and very hospital focused. You can rely on the detailed PPT slides on Avenue; note that instead of including videos, YouTube links are provided.

Avenue to Learn registration for announcements, PPT notes, other readings, in-class discussion questions, assignments, project information, submitting assignments, your marks...

## **EVALUATION**

Learning in this course is achieved through lectures (including guest speakers), in-class discussion, out-of-class reading, case assignments, and the team consulting project. For team work, students will share the same grade, except where poor peer evaluations indicate otherwise. Your final grade will be calculated as follows:

***Components and Weights***

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Short Case Assignment 1	Individual	15%
Short Case Assignment 2	Individual	15%
Lit. Review	Individual	15%
Interview Questions	Individual	10%
Participation	Individual	10%
Group Project and Presentation	Team	35%
Total		100%

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### **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**

#### ***Short Case Assignments (15% each)***

These assignments are to be completed individually without discussion among your classmates. These deal with food literacy topics and include questions that require the application of marketing theory. These assignments are to be posted to the Avenue DropBox on the dates indicated on the course schedule. Late submissions will be accepted by email but will be subject to a 20% per day grade deduction.

#### ***Literature Review (15%)***

This assignment is to be completed individually without discussion among your classmates. Content includes information that is specific to the Canada Food Guide. This review should be posted to the Avenue DropBox on the date indicated on the course schedule. Late submissions will be accepted by email but will be subject to a 20% per day grade deduction.

#### ***Interview Questions (10%)***

A substantial amount of statistical data has been published regarding people's perceptions of the updated Food Guide. This information is included in the content provided for your literature review. Your focus here is to develop interview questions that will allow your group to conduct additional probing into those perceptions.

#### ***Participation (10%)***

The purpose of this evaluation component is to give you practice in stating and defending your positions orally and to share your experiences with the class.

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for

every class (please use the first name that you prefer to be called). Since student involvement is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. I will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes. If your photo is not available on Mosaic (this would be the photo on your Mac ID), I will be asking you for one.

I will be assessing your participation throughout the term beginning in Week 3 using a four-level grading scheme (0 = not present, 1 = present but very little or no involvement, 2 = moderate involvement, 3 = active, thoughtful commentary). Marks will be recorded on Avenue and you should be checking these postings to ensure that they are consistent with your record of attendance and degree of contribution.

### ***Canada Food Guide Project (35%)***

You should organize yourselves into teams of five. Each team will be producing a report and presentation involving the promotion of the updated Canada Food Guide. Recommendations also may include adjustments to the Guide website. Many Canadians appear to be aware that the Guide has been changed but do not consult it when they are making their dietary choices. How could this be improved? Your individual work on the literature review and interview questions will act to inform your final group interview strategy, your analysis of that data, and the formulation of your final report and presentation. Group members will receive the same grades unless I see evidence that not all students are making equal contributions.

## **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.degroote.mcmaster.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.

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## **ACADEMIC INTEGRITY**

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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](http://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

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## **AUTHENTICITY/PLAGIARISM DETECTION**

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*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](http://www.mcmaster.ca/academicintegrity).

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## ***COURSES WITH AN ON-LINE ELEMENT***

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*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.

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## ***CONDUCT EXPECTATIONS***

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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.

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## ***MISSED ACADEMIC WORK***

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### ***Missed Mid-Term Examinations / Tests / Class Participation***

Please do not use the online [McMaster Student Absence Form \(MSAF\)](#) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a

rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the [Petition for Missed Term Work and the MBA Student McMaster University Student Health Certificate](#), can be found on the DeGroot MBA Student website ([mbastudent.degroote.mcmaster.ca](http://mbastudent.degroote.mcmaster.ca)). Please direct any questions about acceptable documentation to the MBA Academic Advisors ([askmba@mcmaster.ca](mailto:askmba@mcmaster.ca)).

University policy states that a student may submit a maximum of three (3) [Petition for Missed Term Work](#) per academic year, after which the student must meet with the Director of the program.

If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

### **Missed Final Examinations**

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

Students who have missed a final exam for a valid reason can apply to the SEAO to write a deferred examination by submitting an [Application for Deferring a Final Exam](#) with supporting documentation. The application must be made within five days of the scheduled exam date or the application may be denied.

The [Application for Deferring a Final Exam](#) and the [MBA Student McMaster University Student Health Certificate](#) can be found on the DeGroot MBA Current Student website ([mbastudent.degroote.mcmaster.ca](http://mbastudent.degroote.mcmaster.ca))

Deferred examination privileges, if granted, are normally satisfied during the examination period at the end of the following semester. In select cases, the deferred examination may be written at a time facilitated by the SEAO and agreed to by the course instructor.

Requests for a second deferral or rescheduling of a deferred examination will not be considered. Failure to write an approved deferred examination at the pre-scheduled time will result in a zero (0) mark 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.

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## ***ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES***

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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>

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### ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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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.

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### ***COPYRIGHT AND RECORDING***

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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.

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### ***POTENTIAL MODIFICATION TO THE COURSE***

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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.

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## **RESEARCH USING HUMAN SUBJECTS**

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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.

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## **ACKNOWLEDGEMENT OF COURSE POLICIES**

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Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of C741/M722 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.

**COURSE SCHEDULE**

**Business C741/M722  
Health Care Marketing  
Fall 2022 Course Schedule**

**NOTE: Schedule subject to change during the term if needed**

Week	Date	Topics	Preparation
1	Sept 15	<ul style="list-style-type: none"> <li>Go over course outline and general project description</li> <li>Get to know each other</li> <li>Introduction to Health Care Marketing</li> <li>Social Marketing</li> <li>Healthy Eating example</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Read article on Avenue re: Social Marketing</li> </ul>
2	Sept 22	<ul style="list-style-type: none"> <li>Guest speaker from McMaster Student Wellness Center</li> <li>Marketing Strategy</li> <li>Segmentation</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>
	<b>Sept 23</b>	<ul style="list-style-type: none"> <li><b>Add/drop day</b></li> </ul>	
3	Sept 29	<ul style="list-style-type: none"> <li>Guest Speaker McMaster Library</li> <li>Consumer Behavior</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Choose team members</li> </ul>
4	Oct 6	<ul style="list-style-type: none"> <li>Consumer Behavior, continued</li> <li><b>Short Case Assignment 1 due</b></li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> <li>Stop, Start, Continue</li> </ul>
	Oct 13	No class (Thanksgiving week)*	
5	Oct 20	<ul style="list-style-type: none"> <li>Go over Stop, Start, Continue</li> <li>Consumer Behavior, continued</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>
6	Oct 27	<ul style="list-style-type: none"> <li>Product Strategy</li> <li>Marketing Research and Ethical Issues</li> <li><b>Literature Review due</b></li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>
7	Nov 3	<ul style="list-style-type: none"> <li>Promotion Strategy</li> <li>Communication Strategy</li> <li>Guest Speaker Jared Lenover Marketing and Communication Strategist DeGroot</li> </ul>	<ul style="list-style-type: none"> <li>Avenue PPT</li> </ul>

8	Nov 10	<ul style="list-style-type: none"> <li>• Communication Strategy, continued</li> <li>• <b>Interview Questions due</b></li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
9	Nov 17	<ul style="list-style-type: none"> <li>• Pricing</li> <li>• Class time for putting together group interview questions</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> <li>• Read article on Avenue re: Obamacare</li> </ul>
10	Nov 24	<ul style="list-style-type: none"> <li>• Distribution (Place)</li> <li>• Class time for conducting/analyzing interview questions</li> <li>• <b>Short Answer Assignment 2 due</b></li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
11	Dec 1	<ul style="list-style-type: none"> <li>• Controlling and Monitoring</li> <li>• Class time for working on project</li> </ul>	<ul style="list-style-type: none"> <li>• Avenue PPT</li> </ul>
12	Dec 8	<ul style="list-style-type: none"> <li>• Group presentations and Final Project report due</li> </ul>	

- No class Thanksgiving Week to keep the course on the same schedule as the Winter 2023 offering.