

**MBA M752  
Digital Marketing  
Winter 2022 Course Outline**

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

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***COURSE OBJECTIVE***

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Digital marketing is a burgeoning area of marketing practice. The course aims to provide students fundamental knowledge and training on digital marketing components, including web marketing, email marketing, search engine marketing, social media marketing, mobile marketing, and help students develop a comprehensive understanding and strategic thinking in integrating these components into digital marketing solutions for business. The course is composed of lectures, case discussions, self-study and practice assignments, guest speeches, and a field group project. Students are expected to gain from an experiential learning approach: proactively studying and researching the relevant knowledge and developing in-depth understanding by completing practice assignments and the project.

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Friday 8:30 AM – 11:30 AM  
Ron Joyce Centre Room 313**

**Syed Mohammad Ali Shah**  
Instructor  
[shahs77@mcmaster.ca](mailto:shahs77@mcmaster.ca)  
Office Hours: By appointment

**Betty Ji**  
Teaching Assistant  
[Jiz3@mcmaster.ca](mailto:Jiz3@mcmaster.ca)  
Office Hours: By appointment

***COURSE ELEMENTS***

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Credit Value: 3	Leadership: Yes	I.T. skills: No	Global view: Yes
Avenue: Yes	Ethics: No	Numeracy: Yes	Written skills: No
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): Yes

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### ***COURSE DESCRIPTION***

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Class sessions will consist of lectures, case discussions, guest speakers, assignments, and projects. The lectures and case discussions focus on conceptual understanding, fundamental knowledge, and strategic concerns in various digital marketing fields. Besides, students will gain preliminary practical know-how through assignments, projects, and self-learning. The materials used in the course encompass digital marketing issues in diverse businesses, industries, and countries in order to provide the maximum depth and breadth of the learning experience.

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### ***LEARNING OUTCOMES***

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

- To understand the scope of digital marketing and rethink marketing strategies in the digital era;
- To know the principles, tools, and KPIs of prevalent digital communication strategies;
- To learn basic digital advertising operations;
- To gain a conceptual understanding of frequently-used data sources, techniques, and applications of digital marketing analytics.

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### ***REQUIRED COURSE MATERIALS AND READINGS***

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Avenue registration for course content and readings	FREE
➤ <a href="http://avenue.mcmaster.ca">http://avenue.mcmaster.ca</a>	
Harvard Business Publishing Coursepack for cases	USD 13.75 for three required cases
➤ <a href="https://hbsp.harvard.edu/import/1005424">https://hbsp.harvard.edu/import/1005424</a>	

## **EVALUATION**

In this course, learning results from in-class lectures and discussions, as well as out-of-class readings, assignments, and a field project. All work will be evaluated on an individual basis except in some instances where group work is expected. In these cases, group members will share the same grade adjusted by peer evaluation. The final grade will be calculated as follows:

### **Components and Weights**

A.	Class participation	10%
B.	Quizzes	15%
C.	Individual assignments	25%
C.	Digital marketing project	50%
	• Website auditing report	20%
	• Digital ad campaign plan	15%
	• Digital ad campaign presentation	15%
	• Digital ad campaign performance (Bonus)	up to 10%
TOTAL:		100% + 10% bonus

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](http://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**

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
<b>Readings</b>	Asynchronous	Content of assigned readings may be discussed in classes	Available on A2L
<b>Lectures</b>	In-person	Live in-person lectures	TopHat
<b>Quizzes</b>	In-person	Conducted in classes	TopHat or paper
<b>Case Discussions</b>	In-person	Students should read the case carefully before the class discussion.	Harvard Business Courseware
<b>Guest Talks</b>	In-person or through Zoom	Guest talks by industry experts on specific digital marketing topics	In-person or Zoom
<b>Assignments</b>	Asynchronous	Individual and group assignments	Submitted to A2L
<b>Presentation</b>	In-person	All group members should participate in the group presentation	In-person
<b>Project Reports</b>	Asynchronous	Students will work in a group to help a business partner to improve its digital marketing performance.	At each group's discretion

### ***A. Class Participation (10%)***

You are encouraged to raise questions and present your own views and insights during lectures. In case discussions, comments and further discussion on classmates' opinions will be appreciated. Your class marks are based on your participation and contribution to class communication. The teaching assistant will evaluate your performance in each class and will calculate an overall participation mark by the end of the semester. If you are concerned about your participation mark before then, feel free to check with her about your historical performance.

### ***B. Quizzes (15%)***

In-class quizzes on important e-marketing concepts and principles will be held in the same class in which the concepts and principles have been taught. The quiz questions are either multiple-choice questions or short-answer questions.

### ***C. Individual Assignments (25%)***

There will be about six assignments that you are required to complete individually after classes, including case preparation questions and practice questions of digital marketing principles. The assignments will be posted on Avenue to Learn. The default due time of an assignment is midnight of the following Wednesday if not specified.

#### **D. Digital Marketing Project: (50%)**

Several business partners have committed to collaborate in this course. Students will work in a group for an assigned partner to improve its digital marketing performance. Each partner will work with several groups.

The project is composed of two tasks: 1) to complete a web auditing report to help the partner refine its website; 2) to design (and implement) a two-week digital advertising campaign for the partner.

Web auditing report (20%): The partner will explain its business and provide access to its Google Analytics account. Students will analyze the website's main objectives, functions, and target users; evaluate the website's strengths and weaknesses from several perspectives, including navigation structure, page layout, contents, and search engine optimization; and offer suggestions to improve the website. Students should use Google Analytics data to justify analyses and recommendations. A detailed format/structure requirement of the report will be provided separately. The report will be due on **Sunday, February 12<sup>th</sup> midnight**.

Digital advertising campaign (30%+10% bonus): Students will work with the business partner to design a two-week digital advertising campaign. The partner will explain its expectation/needs of the campaign, commit a budget, and provide data on its historical digital advertising activities. Based on the information, student groups will design a digital ad campaign, including specifying quantitative objectives and evaluation metrics of the campaign, choosing proper digital channel(s), allocating the budget among the channels, and providing implementation instructions on detailed operational settings (e.g., keywords selection, audience targeting, bidding and budget settings, ad designs or key ad features).

Student groups will submit a written plan by **Tuesday, March 14<sup>th</sup> midnight** and present the plans to the business partners in the class on **Friday March 17<sup>th</sup>**. A detailed format/structure requirement of the report will be provided separately. Each partner will select one group and execute its plan from **March 27<sup>th</sup> to April 09<sup>th</sup>**. The selected group will present the implementation outcome on **April 14<sup>th</sup>**. The selected group will win bonus points which depend on the implementation outcome of the ad campaign. Basically, up to 4 points for helping the partner to implement the campaign, up to 3 points if the campaign reaches the partner's initial goal(s), and up to 3 points if the campaign performs better than the partner's expectation.

**Group Work**: Each group will consist of five students (exceptions may be made by the professor given the class enrollment).

- Group Sign-up Form: Please complete the Group Sign-up Form (the last page of the course outline) and hand in it at the class on **January 20<sup>th</sup>**
- Peer Evaluation: Peer evaluation will be used to assess each group member's work. An optional peer evaluation form is provided on the second last page of the course outline. A group needs to submit it only if the distribution is not equal. The evaluation form will be effective only if all the group members sign it or send a confirmation using their McMaster email accounts. (If you fail to do so, I will assign your evaluation marks as per my discretion based on information at my

disposal.) A peer evaluation form should be emailed to the professor by **Friday, April 14<sup>th</sup> midnight**.

The result of this process is a true reflection of each group members' contribution to the project. Students are expected to resolve any residual conflict using the principle of fairness. Some members (i.e., those that contribute the most to the process) may find that their overall grades will go up as a result of the peer evaluation. Others may find that their overall project grades will go down. I highly recommend that you discuss this reward system during the first group meeting.

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### ***COMMUNICATION AND FEEDBACK***

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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.degrote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or T.A.s 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 DISHONESTY***

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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.

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- 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., online 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 ONLINE ELEMENT***

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**Some courses may** use online elements (e.g. email, 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 email 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 online 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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### ***ON-LINE PROCTORING***

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**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.

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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***

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.degrote.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.degrotee.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.

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### **ACADEMIC ACCOMMODATION OF 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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#### **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.

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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 MBA 752 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

Dates	Schedule	Assignments
Jan. 13th	Introduction	
Group Sign-up form due at class on Friday, Jan.20 <sup>th</sup>		
Jan. 20th	Web Design and Web Analytics Google Analytics	Asgmt1 (3%)
Jan. 27th	<i>Digital Marketing Project: Meeting with partners for web auditing</i> Search Engine Optimization	Asgmt2 (4%)
Feb. 3rd	Search Engine Advertising <i>Guest Speaker: TBD</i>	Asgmt3 (5%)
Feb. 10th	Search Engine Advertising <i>Case: Give India: On the Net for a Cause</i>	
<i>Website auditing report due on midnight Sunday, Feb.12<sup>th</sup></i>		
Feb. 17th	Social Media Marketing <i>Digital Marketing Project: Meeting with partners for digital advertising campaign</i>	Asgmt4 (5%)
Feb. 24th	Mid-term recess	
Mar. 3rd	Organic Social Media Marketing vs. Social Media Advertising	Asgmt5 (3%)
Mar. 10th	Digital Marketing Analysis Case: Rocket Fuel: Measuring the Effectiveness of Online Advertising <i>Guest Speaker: TBD</i>	
<i>Digital advertising campaign plan due on midnight Tuesday, Mar.14<sup>th</sup></i>		
Mar. 17th	<i>Digital Marketing Project: Presentations on digital ad campaigns</i>	
<i>The partner selects a digital campaign plan by Sunday, March 19<sup>th</sup></i>		
<i>The selected group works with the partner to prepare for campaign launch - week of Mar. 20-24<sup>th</sup></i>		
Mar. 24th	Email Marketing Online Customer Relationship Management	
<i>The selected digital ad plan launched from Mar 27<sup>th</sup> to April 9<sup>th</sup></i>		
Mar. 31st	Digital Marketing Analysis Case: Wendy's: Capitalizing on Emerging Social Media Trends	Asgmt6 (5%)
Apr. 7th	Good Friday	
Apr. 14th	<i>The selected group present campaign implementation to the partner and the professor.</i>	

**IMPORTANT NOTE:** The above schedule is to be considered tentative and can be changed by the professor during the semester. You will be informed through Avenue to Learn if such a change is made.

## APPENDIX

# M752 Digital Marketing Group Evaluation Form

### Instructions:

1. Please assign each person in your group an amount of money which represents each individual's contribution to the project and the assignment. You may each wish to complete a form individually and then share these forms at a group meeting but only ONE FORM is to be submitted for each group and it must be signed by all group members.
2. Your total budget to distribute among the people in your group is  $\$600 * (\text{the number of people in your group})$ . For example, if there are 5 people in your group, then pretend that you have  $\$600 * 5 = \$3,000$  to pay to the group.
3. If everyone contributed equally, then pay each person \$600.
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 \$3,000.
5. The factor arrived at for each team member as a result of the peer evaluation will be applied to the group work in this course.
6. TREAT THIS EVALUATION SERIOUSLY.
7. MAKE SURE THAT THE FEES PAID ADD TO  $\$600 * \text{GROUP SIZE}$ .

Group Name: \_\_\_\_\_

## GROUP MEMBER

**SIGNATURE**

FEE



### **M752 Digital Marketing Group Sign-Up Form**

Group Name:

Student Name

Student ID

Email Address

1. \_\_\_\_\_

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

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

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

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