MBA M650
Marketing Management
Spring 2023 Course Outline

Marketing Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

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

INSTRUCTOR AND CONTACT INFORMATION

Core 01
Dr. Bharat L. Sud
sudb@mcmaster.ca

Teaching Assistant
TBD

COURSE ELEMENTS

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

COURSE DESCRIPTION

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

LEARNING OUTCOMES

The course will help you to:

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

Required Course Materials and Readings

MBA M650 Custom Courseware Package – Please use the link provided on Avenue to purchase the case pack

Evaluation

Components and Weights

A.	Participation and Class Contribution	25%
B.	Group Case Submission:	40%
	Write-up: 25%	
	Presentation: 15%	
C.	Final Individual Case Write-up:	35%
TOTAL:		100%

Conversion

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

Letter Grade	Percent	Letter Grade	Percent
A+	90 to 100	B+	75 to 79
A	85 to 89	B	70 to 74
A-	80 to 84	B-	60 to 69
F	00 to 59		

A. Participation and Class Contribution (25%)

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

To maximize your chances to earn contribution marks:

- Be prepared for class work and discussion by reading and analyzing the assigned case;
- Bring your name tag to EVERY class and display it (for online classes, please make sure you use your full University registered name on Zoom) – I need to learn your name;
- Be willing to debate issues – rarely is there only one "right" answer to a question; and

- Add interesting/ relevant information from another source which is related to the case/course.

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

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

B. GROUP WORK HAND-IN CASE & PRESENTATION (DUE WEDNESDAY, JUNE 21ST - 40%)

You will form groups of five people (or six given instructor permission). Each group has a case analysis to complete. The group is also responsible for presenting a Marketing Plan for a case. Please complete the last page of the course outline and submit it **NO LATER THAN Friday, May 12th**.

40% of your mark in this course is based on teamwork so choose your fellow group members wisely. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. The peer evaluation form (attached to this outline) should be submitted no later than **Friday, June 23rd**. **If I do not receive a peer evaluation form from you, I will assume that you feel each member of the group contributed equally.**

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

Your case should be **no longer than eight pages** plus 3 pages of appendices (all single sided pages). Appendices consist of information that supports the body of your report. This is typically where any financial analysis, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked.

In terms of appearance, your objective is a case that is up to the best business standards. That means that your case should be typed and double-spaced with 12 point Times New Roman font, should have one inch margins all around. Whole numbers twenty or less should be written in words. *Good English grammar and spelling count* so edit carefully. Marks will reflect this.

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

C. Individual Hand-in Case (Due Wednesday, July 5th - 35%)

Your case should be **no longer than eight pages** plus 3 pages of appendices (all single sided pages). Appendices consist of information that supports the body of your report. This is typically where any financial analysis, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked.

Timing

Written case assignments will be accepted for grading only **by 5 pm** on the assigned due date. Please do not wait until the day the report is due to complete it. Viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things. We will endeavour to return the cases to you in plenty of time to use the feedback for improvement on your next case.

Format

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

Section	Contents
Title Page	Title of case, date, group number, and list of team member names and student numbers
Table of Contents	Major sections of paper, exhibits, appendices with titles
Executive Summary	Highlights of the report – What is the situation/decision that needs to be addressed? Present the key insights, recommended strategy, expected results.
Introduction and Problem/Issue Identification	State the main issues of the case omitting descriptive details. This may take the form of a problem statement but it may be a statement of a marketing opportunity to which the firm may be able to react. Distinguish between the issues as seen by the "actors" in the case and additional issues perceived by you. This section gives the case report focus. All following sections should then be analyzed in terms of what it means to the problem at hand.
Marketing Audit	Describe the company's current target market and marketing mix (Four P's). The audit is a statement of case facts requiring relatively little interpretation by the group. You may have to make some assumptions to complete gaps when information is not explicit. For instance, the exact pricing strategy may not be explicitly stated but the pricing strategy can be inferred from information presented in the case.

Section	Contents
	This is the current marketing strategy. This is the logical starting point since the primary purpose of your analysis is to produce a superior marketing strategy for the company.
Internal Analysis	This is a listing of the company's key strengths and weaknesses. They are internal to a firm and directly controllable by management. Each strength or weakness should consist of a statement of the company characteristics taken straight from the case and then the implication of the case fact. This answers the question – "So what?" – and gives the characteristic meaning in terms of the firm or the problem. Use one sub-heading for "Strengths" and one for "Weaknesses." You may also find that several characteristics can be grouped. For instance you might want to suggest that a firm is innovative because: 1) it launches one new product per year; 2) it invests in new technology to streamline operations; and 3) invests heavily in research and development. These are not three separate strengths but three aspects of one strength. **Be sure to conclude this section with a summary telling the reader if you see the company as stronger or weaker (with justification).**
External Analysis	This is a listing of the key opportunities and threats in the environment. They are external to a firm and are not completely controllable. They may be trends to be embraced or exploited but they may also be trends which could hurt the company or its products/services. Use the same format here as you used for the Internal Analysis. Remember to both identify the opportunity or threat and then the implication of this fact for the firm or problem. **Be sure to conclude this section with a summary telling the reader if you see the environment as more threatening or filled with opportunity (with justification).** NOTE: If you find yourself writing, "The company has the opportunity to ….", you have identified an alternative not an opportunity. If the company can control the characteristic, it is not part of the external environment.
Competition and Demand Trends	Detailed analysis of the competition, customers, trends in the market, demand for the product category
Alternative Strategies	The correct number of alternatives might be suggested by the case. For instance, should a certain product be launched? Other cases are more open-ended and the group could generate a near infinite list of alternatives. As a rule of thumb consider no less than three alternative courses of action for the company and certainly no more than five. Each alternative should consist of a description of the prospective marketing strategy (some combination of new/revised target market and/or new/revised Four P's) and an analysis of its pros and cons. The analysis should focus on the strategy's ability to repair weaknesses, mitigate

Section	Contents
	threats, build on strengths, or exploit opportunities facing the company. Be clear and concise. You are writing a business report – not an essay.
Recommended Strategy	State which **one** of the alternative strategies you recommend. Conceivably, you might recommend a combination of alternatives to cover shorter and longer planning horizons. Justify your choice by saying why you rejected the other alternatives. Do not name a strategy here that was not described and evaluated in the previous section.
Implementation Plan	This is the action plan (when and what) that puts the recommended strategy into effect. It flows directly from the chosen strategy but should overlap it very little. This is not a restatement of your recommended strategy. It probably will help to create a timeline with defined steps/stages. Students are often surprised that some very major activities (i.e., acquiring a company) belong in this section. Marketing strategies consist solely of decisions about target markets and the Four P's. An acquisition is a way to obtain a new product once the strategic decision has been made to launch one. An implementation plan considers what has to happen, when it has to happen, who makes it happen, and, where possible, how much should be budgeted to make it happen.

Communication and Feedback

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential e-mail to Prof. Mandeep Malik, Area Chair (malikm@mcmaster.ca) or the Associate Dean, Graduate Studies and Research (Dr. Manish Verma mverma@mcmaster.ca).

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

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

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

Academic Dishonesty

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

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

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

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

The following illustrates only three forms of academic dishonesty:

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

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

When students miss class participation for legitimate reasons, the weight for that participation will be distributed across the other case discussions in the course at the discretion of the instructor. For a one-class absence, an e-mail to the instructor explaining the reason for the absence is sufficient. For an absence of two or more consecutive classes, documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office (MASO) within five (5) working days upon returning to school. To document absences for health-related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate, which can be found on the DeGroote website at:

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

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

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

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

A NOTE ON GRADING

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

Research Using Human Subjects

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

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

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

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

http://reo.mcmaster.ca

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

Student Accessibility Services

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

http://sas.mcmaster.ca

Course Evaluations

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

POTENTIAL MODIFICATIONS TO THE COURSE

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

COURSE SCHEDULE

Week	Class 1 (Mondays)	Class 2 (Wednesdays)
8-May-23	***COURSE INTRODUCTION***	***REVIEW OF SOME MARKETING CONCEPTS***
15-May-23	*CASE:* ***FORTRON INTERNATIONAL INC.*** *INTERNATIONAL MARKETING*	**MARKETING CONCEPTS**
22-May-23	***VICTORIA DAY HOLIDAY***	*CASE*: **THE MEDICINES COMPANY** *NEW PRODUCT LAUNCH, PRICING*
29-May-23	*CASE:* ***NATUREVIEW FARM*** *SUPPLY CHAIN MANAGEMENT, CHANNEL RELATIONSHIPS*	***MARKETING CONCEPTS***
5-June-23	*CASE:* ***TANTAN: LOVE AT FIRST SWIPE*** *POSITIONING, SWOT ANALYSIS*	***MARKETING CONCEPTS***
12-June-23	*CASE:* ***NESTLE REFRIGERATED FOODS*** *NEW PRODUCT DEVELOPMENT, PRODUCT STRATEGY*	*CASE:* ***NESTLE REFRIGERATED FOODS*** *NEW PRODUCT DEVELOPMENT, PRODUCT STRATEGY*
19-June-23	*CASE*: ***BUILDING HOOPES VISION*** ***PRICING***	*MARKETING CONCEPTS* GROUP PROJECT DISCUSSIONS **HAND-IN CASE DUE JUNE 21, 2023**
26-June-23	**GROUP CASE PRESENTATIONS**	**GROUP CASE PRESENTATIONS**
3-July-23	***CANADA DAY HOLIDAY***	**INDIVIDUAL CASE REPORT DUE ON JULY 5TH**

MBA M650 - APPLIED MARKETING MANAGEMENT
PEER EVALUATION FORM
Please submit by Friday, June 23, 2023

INSTRUCTIONS:

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

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

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

4. Adjust the fee according to your honest personal assessment of the value of each person's contribution. In our example, the fee could be as low as $0 or as high as $5,000.

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

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

7. TREAT THIS EVALUATION SERIOUSLY.

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

GROUP NUMBER: _____ YOUR NAME: ______________________________

CLIENT ORGANIZATION: ____

GROUP MEMBER (alphabetical order) FEE

____ ____________

____ ____________

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MBA M650 - STRATEGIC MARKETING MANAGEMENT

GROUP FORM – Due to instructor by Friday, May 12, 2023

GROUP #:____________ (To be assigned)

STUDENT NAME ID# EMAIL

1. LEADER:____

2. ____

3. ____

4. ____

5. ____

6. ____