



**Business M734  
Strategic Marketing Analysis  
Fall 2024 Course Outline**

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

---

***COURSE OBJECTIVE***

Marketing departments are increasingly critical to the strategic direction and success of organizations. Historically often seen as simply a cost centre, marketing teams now define data-informed strategies that are essential for firms to successfully enter markets, design and price new products/services, maintain and improve market positions of existing products/services, and motivate sales through appropriate distribution/sales channels and communication of product benefits to each of several diverse target market segments. However, to be effective and sustainable, these strategies must be supported by robust and insightful research and analysis. This course will focus on core principles of strategic marketing and a portfolio of tools and methods for analyzing and addressing strategic marketing problems. The course will emphasize experiential learning approaches (including case discussions and a computer-based simulation game). Students will look at business from a customer-centric perspective, apply key strategic and tactical marketing concepts, and hone their marketing analysis, application and decision-making skills. The goal of this course is to help students draw upon a combination of core marketing strategic concepts, use and application of analysis tools, critical thinking skills, and data to make better strategic marketing decisions.

---

***INSTRUCTOR AND CONTACT INFORMATION***

---

**CLASS SESSIONS:** Thursdays 10:30 A.M. - 1:20 P.M.

**Instructor: Dr. Manish Kacker**

[mkacker@mcmaster.ca](mailto:mkacker@mcmaster.ca)

Office: DSB 202

Tel: (905) 525 9140 x 21658

Office Hours: by appointment

**TA: Vidhya Krishnaraju**

[krishv4@mcmaster.ca](mailto:krishv4@mcmaster.ca)

Office Hours: by appointment

**Course Website:** Avenue to Learn (<http://avenue.mcmaster.ca>). Please check the course website **daily** for announcements and content.

**Course prerequisites:** M600 and Q600, OR M650

---

### ***COURSE ELEMENTS***

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	No	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(s):	No

---

### ***COURSE DESCRIPTION***

---

From the Academic Calendar:

“Organizations are continually challenged in their markets for existence, competitive parity, and supremacy. Effective marketing strategies are essential for firms to successfully enter markets, design and commercialize new products, maintain and improve market positions of existing products, and to motivate sales by communicating product benefits to each of several diverse target market segments. This course exposes students to several important marketing areas and the components needed for successfully developing sustainable and highly effective marketing strategies.” This course is taught primarily through lectures, readings, videos, cases, class discussions and a computer-based simulation game.

---

### ***LEARNING OUTCOMES***

---

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

- Think strategically about marketing.
- Develop skill and experience in formulating and planning data-informed, analytically based, comprehensive, actionable and dynamic marketing strategies.
- Anticipate and incorporate potential competitive actions in the development of marketing strategies.
- Enrich ability to use data to optimize allocation of resources across markets, products, and marketing levers.
- Manage the strategic marketing function as a profit centre and driver of business growth.
- Enhance knowledge, skills, and abilities necessary to understand and apply critical frameworks, concepts, data, and methods for analyzing strategic marketing problems and making decisions.
- Begin to understand how mathematical and statistical tools can be used to translate data and information into important marketing insights and drive effective, data-informed strategic marketing decision making.



---

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

---

Avenue registration for course content, readings and case materials

<http://avenue.mcmaster.ca>

- FREE

Text: “Marketing Strategy: Based on First Principles and Data Analytics”  
by Robert W. Palmatier and Srihari Sridhar, 2nd Edition (Paperback or  
electronic version)

- Ebook available through VitalSource (<https://www.vitalsource.com/en-ca/products/marketing-strategy-robert-palmatier-srihari-v9781352011470>).  
Current price from CAD \$64.06.

Cases: You are required to purchase cases from Harvard Business School  
Publishing (HBSP). It is mandatory to buy ALL the cases from an HBSP link to be  
provided to you through A2L. This course requires mandatory pre-reading of the  
cases, prior to the in-class case discussion, as per the schedule.

- Price: USD \$19.80

MARKSTRAT Simulation game: You are required to purchase an individual user  
license (PAK) and handbook from StratX Simulations. Link and instructions to be  
provided to you through A2L.

- Price: USD \$75

---

## ***EVALUATION***

---

### **Components and Weights**

Learning in this course results primarily from attendance at lectures, staying current on the readings, coming prepared to class sessions and contributing to class and case discussions, successfully completing the in-class, closed-book mid-term exam, as well as being an effective team member of your group for the strategic marketing simulation (including group and individual assignments, group presentation, and group performance). All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases, group members will share the same grade adjusted by peer evaluation (if warranted).

**MISSED EXAMS:** A missed in-class mid-term exam will receive a grade of zero unless the student has program approval for absence.

**LATE ASSIGNMENTS:** Late assignments will be penalized one grade level (e.g., from A- to B+) for each day they are late.

Your final grade will be calculated as follows:

1) In-class Mid-term Exam	(Individual)	25 %
2) Class Participation and Contribution	(Individual)	15 %
3) Initial MARKSTRAT written report	(Group)	10 %
3) Final MARKSTRAT presentation	(Group)	20%
4) Final MARKSTRAT written report	(Individual)	10 %
5) MARKSTRAT Team performance	(Group)	<u>20 %</u>
Total		<u>100 %</u>

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy.

### **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**

#### ***In-Class Mid-Term Exam***

This exam is individual, in-class and closed-book. There will not be a final exam for this course. Computers, cell phones and tablets are not permitted for the exams. You may use a McMaster standard calculator for the exam; however, the calculator must not be able to store text.

The exam will be designed to assess your understanding of strategic marketing analysis concepts and tools and your ability to apply these concepts and tools to marketing problems and decisions.

The exam will include multiple choice questions, quantitative problems, short answer and/or short essay questions. You will be responsible both for the material covered in class and for the material in the required text/readings – both will be addressed by questions in the exams.



Please note the date for the exam in the Course Schedule at the end of this document. Please do not schedule job interviews or other activities in a manner that prevents you from taking the exam on the scheduled date. Relief for a program-approved missed exam for legitimate reasons will be in the form of a make-up exam.

### ***Class Participation and Contribution***

A large part of the benefit that you will derive from this course is related to your willingness to expose your viewpoints and conclusions to the critical judgment of the class/your group, as well as of your ability to build upon and critically evaluate the judgments of your classmates. Participation in class discussion is extremely important and each student is expected to contribute. Please display the full name with which you have registered for the course in class sessions. For case discussions, it is strongly recommended that you do the relevant analysis prior to class and be prepared to discuss questions given to you.

I may “cold call” on you during class sessions. If you do not feel adequately prepared and do not want to be called upon, please let me know at the beginning of class. My intention here is not to embarrass you, but rather to hear from you and incorporate your insights into the discussion. Class contribution also includes engagement and participation in the strategic marketing simulation. 15 % of your grade depends on class contribution and participation, with a greater emphasis on participation in discussions of cases and presentations.

Effective (i.e., quality as well as quantity of) participation can therefore mean the difference between a higher and lower grade. Some of the criteria used to evaluate class participation include:

1. Do comments go beyond facts and add to our knowledge and understanding?
2. Do comments reflect an understanding of theories and tools presented in class?
3. Are comments relevant to the discussion and points made by others?
4. Do comments move the discussion along through the provision of new perspectives?
5. Are comments concise and clear or are they confusing and rambling?
6. Do comments reflect a concern for maintaining a civil and constructive classroom atmosphere?

The key to high contribution grades is making quality contributions to every class discussion. Contributions to the case discussions and at the final group presentations receive substantial importance, with the weight increased for case discussions in weeks 9, 10, 11, 12, and final presentations in week 13. The participation grades will map to an assessment of the quality of the contribution by the T.A./Professor. Participation marks will be posted on the course website on a regular basis. Please speak with me if your marks are low, or well before if you are concerned that they might be low. There are ways I can help you to participate more effectively. At the end of the term, an overall participation grade will be given according to your participation marks in all classes – the grade will count your best 5 out of 6 scores (for weeks 2 through 7), your best 3 out of 4 scores (for the four case discussions in weeks 9 through 12), and your score in Week 13.

Please note the following regarding Class Contribution:

- Photographs of the class will be taken. These photographs will be used to facilitate accurate recording of your participation.
- I expect you to be punctual. When you arrive late, your action disrupts the class. Please do not leave the classroom in the middle of class for a few minutes and then return; this also is disruptive.
- When you are present for class sessions, all mobile phones should be turned off unless I am notified prior to class of a possible personal emergency requiring them to be on.
- Reading non-course related content, sending or reading text messages/email in class, or using your mobile phone, tablet, or computer for activities other than those related to the day's class, is not permitted. These activities not only impede your learning but also distract and reduce the value gained by your classmates from the course and therefore constitute "negative class participation".
- I expect you to treat me, your TA and your fellow students with respect and in a professional manner at all times.
- 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 follow procedures stipulated in the section 'MISSED ACADEMIC WORK.' Absences may be penalized.

### ***Strategic Marketing Simulation***

Groups for the MARKSTRAT simulation will consist of 4-5 students (some exceptions/modifications may be made by the instructor, given the overall class size).

- ***Initial MARKSTRAT written report (Group)***

Each group will submit one written report on their MARKSTRAT strategy – this report (due with Decision 3) will include a concise situation analysis of your company and a five-year strategic plan for the firm (covering Decisions 3 through 7). Additional guidelines for this report will be provided to you via A2L.

- ***Final MARKSTRAT presentation (Group)***

Each group will make a final presentation (in week 13), including a concise assessment of your team's strategy in MARKSTRAT and your recommended strategy for your MARKSTRAT firm for the next five years (periods 8 through 12). Attendance at the presentations is mandatory for all students. All group members must participate in the presentations. Unexcused absences will receive a negative mark. Additional guidelines for the presentation will be provided to you via A2L.

- ***Final MARKSTRAT report (Individual )***

Each student will submit an individual report after the end of classes. This report will revolve around your learnings and reflections from playing the simulation. Additional guidelines for this report will be provided to you via A2L.

- ***MARKSTRAT team performance (Group)***

Team performance in the Markstrat simulation will be based on your team's Share Price Index at the end of the simulation play. Additional guidelines for this will be provided to you via A2L.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
<b>Lecture Core Content</b>	In-person, Synch	In-class lectures. Opportunity to elaborate on content, present challenges, engage discussion. See schedule.	Textbook; A2L
<b>Case Discussions</b>	In-person, Synch	In-class discussions. Opportunity to elaborate on content, present challenges, engage discussion. See schedule.	Cases; A2L
<b>Markstrat simulation</b>	Both	Synch: In-person, in-class lectures and breakout rooms during lecture. Asynch: Microsoft Teams/Zoom/In-person private groups	Markstrat; A2L
<b>Readings</b>	Asynch	Tied to weekly lectures/case discussions/simulation.	Readings in assigned textbook, cases and simulation.
<b>Markstrat written reports</b>	Asynch	One group and one individual report	A2L uploads
<b>Markstrat presentation</b>	In-person, Synch	In-class, in-person group presentation.	A2L uploads
<b>Class Participation and Contribution</b>	Both	In-person participation in class discussions (including case discussions) and Markstrat break-out discussion. Asynch participation and engagement in the Markstrat simulation.	Markstrat; Cases; Textbook

### 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.

---

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

Students are responsible for being aware of and demonstrating behaviour that is honest and ethical in their academic work. Such behaviour includes:

- following the expectations articulated by instructors for referencing sources of information and for group work;
- asking for clarification of expectations as necessary;
- identifying testing situations that may allow copying;
- preventing their work from being used by others (e.g., protecting access to computer files); and
- adhering to the principles of academic integrity when conducting and reporting research.

---

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

---

### ***COURSES WITH AN ONLINE ELEMENT***

---

**All courses** use some online 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.

Students may be required to use the Respondus LockDown Browser and Respondus Monitor. The Respondus LockDown Browser is a downloadable program that allows a student to take an Avenue to Learn quiz in a secure environment. Quizzes can be set to use LockDown Browser or LockDown Browser.

For more details about McMaster's use of Respondus Lockdown Browser please go to <https://avenuehelp.mcmaster.ca/exec/respondus-lockdown-browser-and-respondus-monitor/>

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.

---

### ***ONLINE 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, Teams, 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.

---

## ***ATTENDANCE***

---

Arriving late or missing class disrupts the learning experience for both you and your peers. Punctuality and attendance are crucial to maintaining a respectful, professional and productive environment for everyone, including our faculty.

Instructors may use Top Hat in their course in a variety of ways, including to capture attendance in their classes. Attendance is recorded by submitting a unique 4-digit code displayed in your physical classroom using your personal device.

---

## ***MISSED ACADEMIC WORK***

---

### ***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 (Student Experience Academic Office)), 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 (Student Experience Academic Office) 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 DeGroote 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 (Student Experience Academic Office) 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.

The [Application for Deferring a Final Exam](#) and the [MBA Student McMaster University Student Health Certificate](#) can be found on the DeGroote 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 (Student Experience Academic Office) (Student Experience Academic Office) and agreed to by the course instructor.

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



---

## **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>

### ***Use of Test Accommodations at McMaster University Burlington Campus Ron Joyce Centre***

Whereas Student Accessibility Services (SAS), on Main Campus, determines all MBA student accommodations, the MBA Faculty Office manages the coordination of accommodations for tests, midterms, and exams at the Ron Joyce Centre in Burlington.

#### **Process for Students**

- Students must activate their accommodation(s) (e.g., extra-time, memory aid, etc.) for each upcoming test, midterm, or exam, at least two weeks in advance. Students can do this by emailing their Instructor and the DeGroote MBA SAS scheduling office at DSBSAS@mcmaster.ca. If a student cannot meet this deadline, they should contact DSBSAS@mcmaster.ca to discuss alternative arrangements. The program is committed to exploring flexibilities where possible to support students.
- All tests, midterms, and exams are booked synchronously with the class's start time. Any deviations from the start time (e.g. start earlier than the class to enable completion at the same end time) requires a discussion with their instructor on protocol at the time of accommodation activation.
- Students will leverage the accommodation (e.g., extra-time, memory aid, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room.
- Following the request to activate the accommodation(s), dsbsas@mcmaster.ca will reach out to the student with their test, midterm, or exam details, including the date, time, and room number. As there may be other students writing tests in the room, we ask that students enter the room quietly and leave all personal items at the front of the room.



All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

---

### ***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 the SEAO (Student Experience Academic Office) **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation. 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 M734 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.

---

### ***ARTIFICIAL INTELLIGENCE***

---

Students may use generative AI throughout this course in whatever way enhances their learning; no special documentation or citation is required.



### ***COURSE SCHEDULE\****

\*Please note that the schedule may be modified during the term to accommodate student feedback and progress.

<b>Week (Date)</b>	<b>Topic</b>	<b>Activities</b>	<b>Key Readings</b>	<b>Deliverables and Deadlines</b>
1 (Sept 12)	Course Overview  Introduction to Strategic Marketing Analysis  Introduction to Markstrat	Lecture and class discussion		Upload "Information Form" by 4.30 p.m. on Sept 13 (if paper version is not handed in during class).
2 (Sept 19)	A First Principles Approach to Strategic Marketing Analysis  Introduction to Markstrat	Lecture and class discussion	Text: Chapter 1	Markstrat License purchase by noon on Sept 23.  Submission of Markstrat groups via A2L/email by noon on Sept 23.
3 (Sept 26)	Managing Customer Heterogeneity in Strategic Marketing  Markstrat practice decision #1	Lecture and class discussion  Key analysis tools <ul style="list-style-type: none"> <li>• SWOT and 3C Analyses</li> <li>• Factor Analysis</li> <li>• Cluster Analysis</li> <li>• GE Matrix</li> <li>• Discriminant Analysis</li> <li>• Perceptual Mapping</li> </ul> Markstrat breakout rooms	Text: Chapter 2  MARKSTRAT Participant Handbook	Markstrat practice decision #1 deadline - noon on Sept 27.
4 (Oct 3)	Managing Customer Dynamics in Strategic Marketing  Markstrat practice decision #2	Lecture and class discussion  Key analysis tools <ul style="list-style-type: none"> <li>• Customer Lifetime Value analysis</li> </ul> Markstrat breakout rooms	Text: Chapter 3  MARKSTRAT Participant Handbook	Markstrat practice decision #2 deadline - noon on Oct 4.  Markstrat reset for "real" play on Oct 5.
5 (Oct 10)	Managing Sustainable Competitive Advantage in Strategic Marketing  Markstrat decision #1	Lecture and class discussion  Key analysis tools <ul style="list-style-type: none"> <li>• Marketing Experiments</li> <li>• Brand Audit</li> </ul> Markstrat breakout rooms	Text: Chapters 4, 5  MARKSTRAT Participant Handbook	Markstrat decision #1 deadline - noon on Oct 11.

Week (Date)	Topic	Activities	Key Readings	Deliverables and Deadlines
6 (Oct 17)	Managing Sustainable Competitive Advantage in Strategic Marketing  Markstrat decision #2	Lecture and class discussion  Key analysis tools <ul style="list-style-type: none"> <li>Conjoint Analysis</li> <li>Multivariate Regression Analysis</li> </ul> Markstrat breakout rooms	Text: Chapters 6, 7  MARKSTRAT Participant Handbook	Markstrat decision #2 deadline - noon on Oct 18.
7 (Oct 24)	Managing Resource Trade-offs in Strategic Marketing  Markstrat decision #3	Lecture and class discussion  Key analysis tools <ul style="list-style-type: none"> <li>Response Models</li> </ul> Review for in-class, closed book mid-term exam  Markstrat breakout rooms	Text: Chapters 8, 9  MARKSTRAT Participant Handbook	Markstrat decision #3 deadline - noon on Oct 25.  Markstrat group report to be uploaded to A2L by noon on Oct 25.
8 (Oct 31)	Mid-term exam  Markstrat decision #4	In-class, closed book mid-term exam  Markstrat breakout rooms	MARKSTRAT Participant Handbook	
9 (Nov 7)	Managing Customer Heterogeneity in Strategic Marketing  Markstrat decision #4	Case discussion: Planters Nuts  Markstrat breakout rooms	Case: Planters Nuts  MARKSTRAT Participant Handbook	Markstrat decision #4 deadline - noon on Nov 8.
10 (Nov 14)	Managing Customer Dynamics in Strategic Marketing  Markstrat decision #5	Case discussion: Othellonia: Growing a Mobile Game  Markstrat breakout rooms	Case: Othellonia: Growing a Mobile Game  MARKSTRAT Participant Handbook	Markstrat decision #5 deadline - noon on Nov 15.
11 (Nov 21)	Managing Sustainable Competitive Advantage in Strategic Marketing  Markstrat decision #6	Case discussion: Angie's List: Ratings Pioneer Turns 20  Markstrat breakout rooms	Case: Angie's List: Ratings Pioneer Turns 20  MARKSTRAT Participant Handbook	Markstrat decision #6 deadline - noon on Nov 22.
12 (Nov 28)	Managing Resource Trade-offs in Strategic Marketing  Markstrat decision #7	Case discussion: BBVA Compass: Marketing Resource Allocation  Markstrat breakout rooms	Case: BBVA Compass: Marketing Resource Allocation  MARKSTRAT Participant Handbook	Markstrat decision #7 deadline - noon on Nov 29.

Week (Date)	Topic	Activities	Key Readings	Deliverables and Deadlines
13 (Dec 5)	Course wrap-up  Final Presentations	Markstrat group presentations		<p>Final Markstrat presentation slide decks to be uploaded to A2L by 4.30 p.m. on Dec 4.</p> <p>Final Markstrat individual reports and peer evaluations to be uploaded to A2L by 4.30 p.m. on Dec 9.</p>