

M721
Business Marketing
Fall 2025 Course Outline
Information, Marketing, Operations Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

“It may surprise you that B2B market is much bigger than B2C. In fact, it is more than double the size of the B2C market, at \$1.1 trillion, according to Statistics Canada.”

This course is designed to prepare you for the unique challenges facing the practicing Business Marketing Manager. Topics covered include: the nature of business marketing, organizational buying behavior, customer relationship management, segmentation of business markets, business market planning and strategy, business products, channel management, business marketing for global markets, managing personal selling, supply chain and the promotion and pricing of business products.

INSTRUCTOR AND CONTACT INFORMATION

CO1 Mon. 11.30 a.m.– 14.20 a.m.

Vijay Kumar

Professor

Class Location:

RJC

ramador@mcmaster.ca

Office hours: After class

TA: TBD

xxxx@mcmaster.ca

<http://www.avenue.mcmaster.ca>

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
A2L:	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:	Yes

COURSE DESCRIPTION

Overview

A significant part of business school graduates will have the opportunity of jobs with firms that compete in business marketing. This course examines special features of high-technology markets and the unique challenges that confront the marketing strategist in this area.

Business marketing is about marketing to organizations. The dollar volume of transactions in the industrial or business markets significantly exceeds that of the ultimate consumer market. For example, Pfizer had a contract of up to 76 million doses of the Pfizer Covid-19 vaccine with the Canadian government. At the other extreme a local office equipment wholesaler sells \$1000 worth of paper to a university. The buyers in both cases are organizations, and they are buying for organizational use. Different as these two transactions are, they are both part of business marketing.

After graduation, many of you will become practitioners in business marketing. This course will contribute significantly to success in your marketing career.

There are polar extremes in the world of business products. Some are very “industrial”, by virtue of being technical, complex, large, expensive, or custom-designed for a specific purpose, as for example, turbines made by GE for aircraft. Other business products are very similar to consumer products, as for example, paper clips. In this course we will focus on the “industrial” end of the business-product spectrum. This approach will give you a comprehensive appreciation of just how different the worlds of business marketing and consumer marketing are.

The focus will be on marketing processes, so even if the examples are industrial products, it does not need an engineering background to succeed in this subject. This is a marketing course, so it is sufficient to understand just the *marketing* issues, particularly the benefits that the products provide to customers.

Some business products are unglamorous by comparison with some consumer products. Commodities in general, like unprocessed products like iron ore, are different from highly processed consumer products like exotic Italian sports cars. But the *marketing* of business products, even commodities, is often *more* interesting because it involves a higher level of personal contact with customers.

Activities

Our *in-class activities* will include lectures, discussion cases and videos. Group projects will involve business marketing companies to get a deeper understanding on the topic specified in the assignment.

LEARNING OUTCOMES

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

- Have a thorough understanding of the theory and practice of business marketing.
- Be able to produce creative, action-oriented, practical solutions to business marketing problems.
- Improve on the ability to communicate, in writing and orally, in the context of business marketing.

REQUIRED COURSE MATERIALS AND READINGS - MANDATORY

BUSINESS MARKETING MANAGEMENT

by Michael D.Hutt & Thomas W.Speh published by South Western
12th edition Priced at \$ 134.95/ Etext \$ 81.95

COURSE WEBSITE

This course has an Avenue to Learn site at <http://avenue.mcmaster.ca/>

On this site you will find:

- Outline slides in PowerPoint
- Links to useful course-related websites.
- Additional information about course evaluation components.
- Course documents such as this syllabus, any amendments to the schedule.
- Articles of interest

EVALUATION

Learning in this course results primarily from in-class discussions, conducting the group research assignments as well as out-of-class analysis. The balance of the learning results from the lectures on strategic concepts, from text and related readings, and from researching your assignments, presentations, and cases. Where group work is expected, group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

A. Group Assignment #1	15%
B. Group Assignment #2	15%
C. Group Assignment #3	15%
D. Group Assignment #4	15%
E. Class tests	20%
F. Participation	20%
TOTAL:	100%

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

<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

Group Assignments:

There will be four group assignments in this course involving research, insights, and analysis. For each assignment you will choose a **different** company.

Groups

Working in a study group is likely to enhance your learning experience. The size of each group will be 5.

Groups are encouraged to set some ground rules and expectations and to have a feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team. It is also very important to commend those that really rise to the surface and make the assignment better quality and the team experience more meaningful.

Peer Evaluations

Peer evaluations must be signed off by each and every group member in order to be used. I will accept individual evaluations from the members as long as there is agreement from the group. Try to work through group disharmony, and if you are unable to resolve any matters, set up a group meeting with me. I will be happy to assist in problem resolutions. This is a good time to voice concerns and hopefully resolve them. You are the managers of the future. Learning how to evaluate performance of others is a management skill best learned through practice.

The result of this process is a true reflection of each group members' contribution to the project. You will be 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 grade will go up as a result of the peer evaluation. Others may find that their overall project grade will go down. We recommend that this reward system be discussed during the first group meeting.

Past experience with groups has shown that most troubles arise because (a) individuals do not respect the group process, and (b) there is lack of proper communication among group members. The first group meeting should happen in the first two weeks. At this meeting, you might want to choose a group leader who will facilitate the work. This is also 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.

Do not rubber-stamp these reviews as evaluations not done carefully at this time can set the stage for problems in the upcoming weeks.

Field Assignments

There will be four field assignments in this course. Please upload your PowerPoint presentation on AVENUE – instructions will be given by the TA. Rubric will be on Avenue and due date is as given in the course outline.

Assignment #1 (15 marks) Organizational Buyer Behaviour

The purpose of this assignment is for you to discover the various people and functions involved in organizational buying in business marketing. Select a company in business marketing and

select one customer for this company. Find out the various steps involved in their marketing process and the people in the buying organization who influence and those who make the buying decision.

Details required:

1. Brief description of business marketing organization (seller) and the organization buying from this business marketing organization (buyer)
2. Steps involved in the marketing process e.g. does the seller have to make themselves known to the buyers; do they have to take part in a competitive bid? Who are the others in the competitive bid? What kind of proposal has to be sent to the prospective buyer? Has the proposal to be presented to a group in the buying organization? Does the marketing/selling organization have to send a group to present? Is there a process whereby proposals are reworked based on buyer feedback? How much of to and fro takes place on proposals? If the buyer accepts a proposal, do they sign a contract/place a purchase order/make out a memorandum of agreement.
3. Who are the key personnel in the buying process? Who are influencers in the buying decision because they have to give clearances to the seller on product/service or specifications?
4. What are the parameters used by the buyers to decide the seller they will choose? Do they look for referrals? List of other customers? Reputation? Track record? Financial stability? Engineering expertise? Competitive pricing? Reliability? Availability for discussions at short notice?

Marks will be based on your POWERPOINT report, result, thoroughness of the information you gathered, and presentation skills.

Assignment #2 (15 marks) Marketing Strategy

This assignment is designed to allow you to discover how a business marketing organization develops marketing strategy.

Choose a business marketing organization and a product category. The types of things you want to determine are:

What is the mission of your organization?

What are the goals of your organization?

How do you decide which segments of the market to focus on/ customer(s) to target?

What products do you offer to these segments selected?

What is the level of competition you have?

Do you partner with any other organization to meet customer needs?

What process do you go through to meet these customer(s)?

How do you develop your alternative strategies?

Do you do a SWOT analysis? Situation assessment?

How do you select from different strategies developed?

How do you decide on what level of investment to make on resources in terms of people, equipment and materials, finance for the strategy chosen?

What are the detailed aims and action plans?

Do you do an audit on achievement against the strategy chosen?
Do you do course correction as a result of such an audit?

You will present your findings in your POWERPOINT report with a brief introduction on the business marketing organization chosen. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #3 (15 marks) Communicating with the market

This assignment is for you to find out on the communication mix. Your report should be summary style.

- A) Select a business marketing organization that is at least \$ 50MM in revenue and a product category. This **should not** be the same as in previous assignments.
- B) What is the key message the company communicates to their customer
- C) Find out target customers, what are the various methods of communicating with the market that is used and provide details on these. These methods could be advertising, direct marketing, telemarketing, catalogues, sales force training/management, web marketing, trade shows, customer web portals etc.
- D) Find out why they chose the method(s) used for communication
- E) Find out what dollar weightage is given or spend allocated to the various methods like advertising, direct marketing, public relations, trade shows etc.

You will present your findings in your POWERPOINT report. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

Assignment #4 (15 marks) Pricing Strategy

This assignment is designed to allow you to discover how a business marketing organization develops pricing strategy.

Choose a business marketing organization with a revenue of at least \$50MM and a product category. The types of things you want to determine are:

What is the pricing strategy common to their industry?

What are the pricing goals of the organization?

Do they have different pricing strategy for different segments of the market?

How often do they review pricing strategy?

What are the various elements used in pricing strategy – price, financing terms, maintenance coverage, guarantees, after sales service, training, bundling vs. unbundling price elements?

Who all within the organization are involved in pricing decisions?

You will present your findings in your POWERPOINT report with a brief introduction on the business marketing organization chosen. Marks will be based on your result, thoroughness of the information you gathered and presentation skills.

4 Multiple Choice Exams – total of 20%

There are four multiple choice examinations in this course that accounts for **20% in total** of your final grade. The exam will cover material from the textbook, readings, lectures, and class discussion.

Participation – worth 20%

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

Since student participation is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. The instructor will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes.

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

The following illustrates only three forms of academic dishonesty:

www.degroote.mcmaster.ca

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

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

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

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

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

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

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

Missed Final Examinations

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure,

power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

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

The Application for Deferring a Final Exam and the MBA Student McMaster University Student Health Certificate can be found on the DeGroote MBA Current Student website (mbastudent.degroote.mcmaster.ca)

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

Requests for a second deferral or rescheduling of a deferred examination will not be considered. Failure to write an approved deferred examination at the pre-scheduled time will result in a zero (0) mark for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

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

<http://sas.mcmaster.ca>

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

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by university instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

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

RESEARCH USING HUMAN SUBJECTS

ONLY IF APPLICABLE

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

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

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

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

<http://reo.mcmaster.ca/>

www.degroote.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 721 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.

***M721 Business Marketing
Fall 2025 Course Schedule***

	Date	Topics	Assignments	Chapters
1	Sep.8	Introduction. The Nature of Business Marketing, Business buyers. Business products.		1
2	Sep.15	Organizational Buying Behaviour		2
3	Sep.22	Customer Relationship Management Strategies for Business Markets	Class Test 1	3
4	Sep.29	Assessing Market Opportunities	Assignment #1	4
5	Oct.6	Business Marketing Planning: Strategic Perspectives	Assignment #2	5
6	Oct.20	Business Marketing Strategies for Global Markets; Managing products for Business Markets	Class Test 2	6,7
7	Oct.27	Managing Innovation and New Industrial Product Development; Managing Services for Business Markets	Assignment #3	8,9
8	Nov.3	Managing Business Marketing Channels		10
9	Nov.10	Supply Chain Management	Class Test 3	11
10	Nov.17	Pricing Strategies for Business Markets	Assignment#4	12
11	Nov.24	Business Marketing Communications	Class Test 4	13
12	Dec.1	Personal Selling Function/Marketing Performance Measurement		14,15

* Tentative schedule. Individual week's contents may be adjusted during the semester. Please check with me if you miss a class.
