

## **COURSE INSTRUCTOR / CONTACT**

Instructor: Ian Gordon  
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Office: No office is maintained on campus.  
Office hours: By appointment – the hour before and after class is usually available.

## **COURSE**

ADMS 3220 Section B 3.00 Applied Marketing Management  
Thursdays: 4:00 pm to 7:00 pm. Class meets in ACW106.

This is an intermediate course in marketing that focuses on the application of concepts, principles, and tools of marketing planning. Working with cases, students analyze marketing problems and develop solutions to real-world situations. Course components include: situation analysis, segmentation, targeting, positioning, marketing strategies, evaluation and control. Assignments include creating a real-life marketing plan for a for-profit or not-for-profit organization.

## **PRE-REQUISITES**

Students should ensure that they have the appropriate pre-requisites as the University may de-enroll any students without the appropriate pre-requisites. Course prerequisites: for students in an Honours program AP/ADMS 2200 3.00; for other students, a grade of C+ or better in AP/ADMS 2200 3.00. Course credit exclusions: None.

## **REQUIRED COURSE TEXT / READINGS**

Required readings: An electronic coursepack with required **readings (not the cases – that is a separate requirement)** has been created with Harvard Business Publishing. Click on the following link to purchase the coursepack: <https://hbsp.harvard.edu/import/641541>

Required marketing cases: Students are required to purchase a coursekit containing the marketing **cases** to be discussed during the course. Course kit- ADMS 3220. Applied Marketing Management; Fall 2019. The course kit is available for purchase at the York Bookstore.

Alternatively, if students prefer, **cases** can be downloaded from Harvard Business Publishing. Here is the link to a coursepak containing all the cases (not the readings – just the cases): <https://hbsp.harvard.edu/import/641543>

## **COURSE LEARNING OBJECTIVES**

This course will help you to:

- Understand and apply basic principles and concepts of marketing planning.
- Analyze marketing problems and/or opportunities.
- Identify reasonable strategies or programs in the areas of product, pricing, communications and distribution.

- Select the best alternative and develop an approach to implement it.
- Analyze and explain the way in which markets and the general environment affect marketing decisions in a variety of industries.
- Communicate more effectively (orally and in writing) in a business context.

### GRADE BREAKDOWN

Case (individual)	25%
<ul style="list-style-type: none"> <li>• Participation in case discussion – 12.5%</li> <li>• Case write-ups – 12.5%</li> </ul>	
Final examination (individual)	25%
Marketing plan group project	50%

There is no mid-term examination in this course.

### CASE WORK

Case studies play a very important role in this course. During the term, students (individually) will analyze and discuss six (6) marketing cases. For each case, students are expected to:

- a) prepare and actively contribute to the in-class discussion of the case, and
- b) answer the questions posted on Moodle.

The overall grade for case-work will be calculated as a weighted average of these two components. Check the course Moodle site for further details regarding case work.

Students should hand in soft copy of their case reports (using the previously mentioned format) using Moodle. No case presentation is expected.

Cases should be in Arial 12 point font, lines should be double spaced, and margins should be 1 inch all round (top, bottom, and both sides).

**Note that cases should only use content from within the case. NO EXTERNAL RESEARCH IS REQUIRED OR EXPECTED FOR CASE SUBMISSIONS.**

ALL SUBMISSIONS SHOULD BE VIA MOODLE. SUBMISSIONS WILL BE REVIEWED WITHIN TURNITIN. TURNITIN CHECKS FOR PLAGIARISM.

### CLASS PARTICIPATION

Every week students are expected to prepare for and actively contribute to class discussion of theory, application or cases. Class contribution marks are based on the quality as well the quantity of participation. It is important to emphasize that:

- No class contribution results in zero marks.
- Marks are not awarded for attendance although absence is a detracting factor as you obviously cannot participate if you are not in class.

You can maximize your chances to earn participation marks by:

- Attending every case discussion class and arriving *on time*;
- Being prepared to participate;
- Being willing to debate issues using logic and integrating knowledge of basic marketing;
- Demonstrating initiative to bring relevant knowledge to case/class discussion;
- Listening and reacting to comments made by other students.

Because grades will be assigned for class participation, some students may wish to have their comments noted and a class participation log is provided for this purpose. These sheets will help inform your participation grade as will the online peer review survey (to be discussed in class). Completion of this log is not mandatory but does help to ensure that students' comments are noted. Hand in log sheets in hard copy at the end of each class so that your contribution to class can be duly noted. Sheets will not be accepted after the end of each class when the student's comments were made.

Class participation is based principally on the quality and quantity of contributions in class and also to the team projects. Quality - demonstrating academic thoughtfulness, insight and practical application - is more important than the frequency of contribution.

With respect to case discussion, highly valued contributions include:

- Starting the discussion in a useful way,
- Redirecting the discussion to valuable areas,
- Abstracting learning points,
- Sharing calculations,
- Pursuing the logic advanced by others,
- Participating in special presentations, and
- The rigorous but not stubborn defence of a well articulated position.

For this class to achieve the level of interaction and insight possible, and for student participation to be gauged, it is essential that students are present at each class. Discussion exercises are assigned and discussions will be held on team assessments at class. This will be an important component of the class participation mark.

*Students unable to attend class should submit a written, 2-page submission of the subject matter scheduled for discussion at that class.*

## **FINAL EXAM**

The final exam will take place on the last day of class. The exam is cumulative and thus will cover all material presented and discussed during the semester.

## **MARKETING PLAN PROJECT**

Students, working in groups, will develop a comprehensive marketing plan for an actual client organization. This organization has real concerns and is keenly interested in the outcomes delivered by the students. The project proposal submitted by the participating company will be posted in the course Moodle site in advance of the commencement of classes. Students are encouraged to read this proposal before the first day of class.

Groups will be formed on the first day of class. No changes in group composition will be permitted once the groups are formed although some team members may be added to groups if their late entry to the course is permitted.

Team members will have an opportunity to complete two peer evaluations during the semester. The first peer evaluation is intended to identify both high and low contributors and to give low performers an opportunity to correct their behaviour. The final peer evaluation will be evaluative in that it will affect each team member's grades.

There are several milestone assignments for the group project. Detailed descriptions of these assignments and due dates are posted on the course Moodle site, under Week 1.

The project should be approached as a TERM project – students should not skew their work towards the end of the semester and still expect to receive support from the client company and be able to produce a quality product as a result.

Students will work on this project throughout the semester; the course content will be applied each week to aspects of the term project and the client organization on which the team will be working.

**See the course website in Moodle – download the document entitled, “Group Project – Marketing Plan”, for detail on the Term Project.**

The term project is intended to be based on detailed and thoughtful engagement with the client, supplemented by additional secondary research. **No primary research is expected** – unless specifically authorized by the course instructor – and such authorization will generally not be provided as this course is not focused on market research.

The format for the final deliverable is described in the downloadable document previously mentioned.

ALL SUBMISSIONS SHOULD BE VIA MOODLE. SUBMISSIONS WILL BE REVIEWED WITHIN TURNITIN. TURNITIN CHECKS FOR PLAGIARISM.

Students will discuss aspects of the client’s organization in class in respect of course theory and examples that will have been reviewed and will provide a group submission that responds to questions in the Course Outline for those weeks when these activities are planned.

At two junctures during the course of the semester, students will have an opportunity to rate their peers in online surveys as part of an assessment of the contribution of individuals to the team project. This assessment will be used to help the instructor understand aspects of group dynamics. The peer review may also result in individuals receiving different marks than some of their fellow students in the group where unequal contributions can be reasonably attached to specific students. These surveys may also be used to adjust class participation marks where in-class participation to group assignments is also considered unequal.

### **GROUP PRESENTATION COMPONENT OF EXPERIENTIAL PROJECT**

Students will do one project as a team. Team work will comprise the development of a marketing plan for a client organization and presentation of that plan to class and client. The client’s input and assessment will be used as one element when grading the presentation.

Students should plan to present the term project within 20 minutes maximum. There will be a penalty of 2% for each minute the presentation runs longer than 20 minutes.

Students should hand in the **marketing plan report** and **presentation material** in hard copy to the client and his/her representatives and also to the course instructor before presenting. Bring enough copies to facilitate this.

The term project report should also be submitted in soft copy through Moodle. Soft copy of the presentation should be left on the desktop for the lecturer to remove after class.

Present your material using a professional tone and manner, and be crisp and to the point. The presentation does not need to cover everything – just the right things! Prepare your presentation and rehearse it so it works well. All members of the team do not need to present, unless this is your preference.

A computer and projector will be in class, equipped with PowerPoint. Bring your PowerPoint presentation (only PowerPoint) on a USB memory stick suitable for use on PC. Note for Mac and PC users: do NOT expect to power up and use your laptop for the presentation as it may or may not work with the projector and, in any event, this delays the class. No other A/V is available in the classroom – so only use PowerPoint for presentations. Ensure that your version of PowerPoint is saved in an earlier format such as PowerPoint 2002 to ensure it will work on the computer in class. (Long hand reports for cases and marketing topics should be in the format of this document – use MSWord or similar for this.)

## **TEAM GRADES**

Grades will be assigned to teams as a whole. In certain situations, the grade may be adjusted where individuals fail to meet the expectations of the group - note that successful team work is part of the curriculum. You are expected to participate successfully in your group, and you have the responsibility to ensure to that your group works. If one team member does not work effectively or professionally, that may be as much the team's issue as that of the individual. Approach teamwork respectfully and listen to one another.

Towards the end of the semester you will have an opportunity to rate other team members in peer reviews and this may be used to adjust the individual's grade relative to the group, if indicated. Where a person has not lived up to the expectations of team members, the Course Director will assess the background to this and may adjust the grade for one or more members of the team to reflect the Course Director's assessment, at his sole discretion. As a result, all team members may not receive the same grade for a team project, so work hard to get along, achieve the project objectives and do what is expected of you – which is a lot like the business environment. More about this as we progress through the semester.

## **WEEKLY SCHEDULE**

The weekly schedule of the course appears towards the end of this document. Be sure to check your York email and the course Moodle site frequently to note any minor changes that may arise to this weekly schedule.

## **COURSE AND UNIVERSITY POLICIES**

### **Attendance**

It is strongly recommended that students attend all classes in order to ensure successful achievement of the intended learning outcomes. Attendance for guest speakers and project presentations is mandatory; a 10% penalty to your participation grade will be applied for each unjustified absence on these days.

### **No recording or photography**

Video or audio recording of lectures or in-class photography is not permitted without prior written approval from the lecturer.

### **Penalties for late submission**

All project deliverables must be handed in on or before the due date. Assignments handed in late will be penalized with a grade reduction of 10% per day or part thereof, including Saturdays and Sundays, after a deadline. Penalties may be waived under very exceptional and legitimate circumstances *but will require supporting documentation*. There is no extension for the submissions of the online case questions; late submissions will not be accepted. No late submissions may be sent to the lecturer's email as these will be regarded as late, too, and will not be accepted.

### **Missed case discussion**

Students with medical or other professionally documented and legitimate reasons to miss a case discussion will be given the opportunity to make up for lost participation marks by submitting the answers to the discussion questions of the case they missed. Assignments should not be more than 3 pages long, single space. Submissions are by email within a week of the missed case.

An excused absence must be documented in writing with an appropriate official note (e.g., attending physician's statement, court note, death/marriage certificate, police report, etc). Absences should be communicated to the instructor prior to the class session if possible. All supporting documentation from medical and/or other professionals in respect of lateness must be submitted within a week of the lateness and professionals must specifically note the dates covered. If the dates noted by the professionals do not cover the submission date and dates before the submission, approval for lateness and any accommodation will generally not be granted.

### **Email communication**

When communicating with the instructor by email, include the course number in the email subject line - ADMS 3220.

### **Name cards**

Write your name on a tent card, bring this to all classes and put it on your desk at every class until the end of the term.

### **Cellphones and Smartphones**

Cellphones and smartphones may not be used during class time. Please keep cell phones off the desk/table and turned off or in silent/vibrate mode.

### **Laptops**

Students' laptops are a classroom privilege and misuse is distracting to the instructor, guests and other students so their use should be restricted to activities directly supporting the current learning objectives. Any violation during classroom time of this direction (such as messaging, web surfing, email, etc.) will result in students being asked to refrain from using laptops in future

classes. Please note that laptops and tablets will be turned off and out of sight for case discussion and presentations of group projects unless the instructor asks for this use (such as online completion of group evaluations).

### Deferred standing

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. In order to apply for deferred standing, students must register at <https://sas-app.laps.yorku.ca/>.

Follow by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the following link: <https://sas-app.laps.yorku.ca/>

No individualized communication will be sent by the School to the students (no letter or e-mails). Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

DSA Form: [http://www.registrar.yorku.ca/pdf/deferred\\_standing\\_agreement.pdf](http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf)

Attending Physician's Statement form:  
<http://www.yorku.ca/laps/council/students/documents/APS.pdf>

### Academic Honesty

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty, "The Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist."

Students should review the York Academic Honesty policy for themselves at:  
<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: [http://www.yorku.ca/tutorial/academic\\_integrity/](http://www.yorku.ca/tutorial/academic_integrity/)



Among other aspects of academic honesty to be considered, students should be sure that they understand the following:

- a) All content submitted by students in respect of case submissions and other course requirements will be assumed to have originated with the student alone unless otherwise referenced,
- b) All content that did not originate with a student should appear within quotation marks followed by an appropriate reference either as a footnote or endnote [APA formatting for references is acceptable],
- c) Students may obviously not copy the work of other students and students should not lend completed assignments or their work-in-progress to other students either. In the event of a violation of academic honesty, both the lender and the borrower of plagiarized content will face sanction,
- d) All submissions to this course will be evaluated for possible plagiarism. Turnitin will be used for all online submissions to assess possible plagiarism and the course instructor will perform additional assessments.

Because plagiarism and other violations of academic integrity have the potential to depreciate the value of formal education and degrees, and because of the potential damage academic integrity violations can represent to the University's brand, among other reasons, *all departures from Senate Policy in respect of academic honesty will be treated very seriously indeed.* No further warnings will be provided.

### Grading Scheme and Feedback Policy

The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course. Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/secretariat/policies/document.php?document=86>

### In-Class Tests and Exams - the 20% Rule

For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://www.yorku.ca/secretariat/policies/document.php?document=141>

For further information on examination scheduling and other important dates, please refer to: <http://www.registrar.yorku.ca/enrol/dates/index.htm>

### Reappraisals

Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work



may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. *Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.*

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://www.registrar.yorku.ca/grades/reappraisal/index.htm>

### **Accommodation Procedures**

LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing.

Other students should contact their home Faculty for information.

For further information, please visit: <http://www.registrar.yorku.ca/exams/deferred/index.htm>

### **Religious Accommodation**

York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

### **Academic Accommodation for Students with Disabilities**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder.

For more information please visit the Disabilities Services website at <http://www.yorku.ca/cds/>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Alert the Course Director as soon as possible should you require special accommodations.

## Course Outline – Detail

	Date	Topics	Readings	Assigned Case	Marketing plan Interim milestones
1	Sep. 5	Introduction to the course Introduction to marketing planning	<i>Situation Analysis Toolkit</i> Product #: 9-510-079		
2	Sep. 12	Creating customer value  Segmentation and Targeting  Meet the T.A.	Creating Customer Value Sunil Gupta Product #: 8176-PDF-ENG  <i>Segmentation and Targeting</i> Sunil Gupta Product #: 8219-PDF-ENG <a href="https://hbsp.harvard.edu/product/8219-PDF-ENG">https://hbsp.harvard.edu/product/8219-PDF-ENG</a>		Questions to clients are due Sep. 17 by 5:00 pm.
3	Sep. 19	Librarian presentation Meet the client – client discussion			Interim report #1 <b>Due Sep. 26 by 3:00 pm</b>
4	Sep. 26	Positioning	<i>Brand Positioning</i> Jill Avery, Sunil Gupta Product #: 8197-PDF-ENG <a href="https://hbsp.harvard.edu/product/8197-PDF-ENG">https://hbsp.harvard.edu/product/8197-PDF-ENG</a>	Paez [Case no.: 9-316-085 - October 5, 2016] <a href="https://hbsp.harvard.edu/product/316085-PDF-ENG">https://hbsp.harvard.edu/product/316085-PDF-ENG</a>	
5	Oct. 3	Customer management	<i>Customer Management:</i> Product #: 8162-PDF-ENG <a href="https://hbsp.harvard.edu/product/8162-PDF-ENG">https://hbsp.harvard.edu/product/8162-PDF-ENG</a>	Starbucks Product #: 504016-PDF- ENG <a href="https://hbsp.harvard.edu/product/504016-PDF-ENG">https://hbsp.harvard.edu/product/504016-PDF-ENG</a>	
6	Oct. 10	Product Policy Situation Analysis	<i>Product Policy</i> Robert J. Dolan Product #: 8208-PDF-ENG <a href="https://hbsp.harvard.edu/product/8208-PDF-ENG">https://hbsp.harvard.edu/product/8208-PDF-ENG</a>	Casper Sleep Inc. Product #: 517042-PDF- ENG <a href="https://hbsp.harvard.edu/product/517042-PDF-ENG">https://hbsp.harvard.edu/product/517042-PDF-ENG</a>	Problem identification, 5C Situation Analysis SWOT Interim report #2 <b><u>Due October 11 by 5 pm</u></b>
7	Oct. 17	<b>No class: Reading week</b>			
8	Oct. 24	Marketing Communi- cations	<i>Marketing Communications</i> Jill Avery, Thales S. Teixeira Product #: 8186-PDF-ENG <a href="https://hbsp.harvard.edu/product/8186-PDF-ENG">https://hbsp.harvard.edu/product/8186-PDF-ENG</a>	Metabical [Case No.: 4240 - July 22, 2010] <a href="https://hbsp.harvard.edu/product/4240-PDF-ENG">https://hbsp.harvard.edu/product/4240-PDF-ENG</a>	
9	Oct. 31	Digital marketing	<i>Digital Marketing</i> Sunil Gupta, Joseph Davin Product #: 8224-PDF-ENG <a href="https://hbsp.harvard.edu/product/8224-PDF-ENG">https://hbsp.harvard.edu/product/8224-PDF-ENG</a>	BBVA Compass [Case No.: 9-511-096 - April 20, 2012] <a href="https://hbsp.harvard.edu/product/9511096-PDF-ENG">https://hbsp.harvard.edu/product/9511096-PDF-ENG</a>	

			uct/8224-PDF-ENG	oduct/511096-PDF-ENG	
10	Nov. 7	Pricing Final examination preparation	<i>Pricing Strategy</i> Robert J. Dolan, John T. Gourville Product #: 8203-PDF-ENG <a href="https://hbsp.harvard.edu/product/8203-PDF-ENG">https://hbsp.harvard.edu/product/8203-PDF-ENG</a>	Soren Chemical [Case No.: 4188 - November 30, 2011] <a href="https://hbsp.harvard.edu/product/4188-PDF-ENG">https://hbsp.harvard.edu/product/4188-PDF-ENG</a>	STP, Marketing Strategy Interim report #3 Due Nov. 8 by 5 pm
11	Nov. 14	<b>Final examination (cumulative)</b>			
12	Nov. 21	Project review Review of marketing plan presentation		One person from each group to present high level findings and recommendations that will be delivered to client next week. No overheads are needed – present informally. Class and lecturer will engage each group in discussion.	
13	Nov. 28	<b>Project presentations to client</b> <b>Final report is due before start of class [Provide soft copy via Moodle of both report and PowerPoint presentation – provide hard copy of both report and PowerPoint presentation to instructor and client in class before presenting]</b>			