

**Faculty of Liberal Arts & Professional Studies  
Applied Marketing Management  
AP/ADMS 3220, Section D  
Fall, 2021**

**COURSE OUTLINE**

---

**Course instructor(s):** Ian Gordon

**Email address:** [igordon@yorku.ca](mailto:igordon@yorku.ca)

**Office hours:** no specific office hours are established. The instructor is pleased to meet with students before or after each class (whether on Zoom or in person), or other times by mutual agreement.

**Times and locations:** Class meets on Thursdays at 4 PM. Classes will either be on the Zoom platform OR in person, on campus. See “Detailed Course Outline” on page 9 for information about the location of each class. Note that this is a synchronous course which means that lectures occur in real time with no opportunity to review recordings. We will meet once a week for the duration of the semester – each Thursday at 4 PM.

**Course webpage:** See Moodle

**Technical requirements for taking the course:**

In addition to meeting in person, in classroom, a number of platforms will be used in this course (e.g., Moodle, Zoom, etc.) through which students will interact with the course materials, the course instructor, as well as with one another. Please review this syllabus to determine how, where and when the class meets and how presentations will be conducted.

Please note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Please review the [technology requirements and FAQs for Moodle](#).

To participate fully in the course, students will need a computer with a working camera and a good microphone. If your computer’s microphone or soundboard doesn’t produce sufficient audio output, you may wish to obtain an external microphone to plug into the computer to ensure that you can be heard when you communicate with the class. It is expected that cameras will be turned on during any classes held on the Zoom platform and that students will thus be visible to one another and the course instructor throughout the class. Class participation is an important component of this course. It is expected that students will be audible when participating. The chat function in Zoom will also be available for class participation.

Finally, students will need a stable, higher-speed Internet connection with sufficient bandwidth to enable videoconferencing such as on the Zoom platform. If you are unsure about the performance of your Internet service, please run a speed test using Ookla or a similar app.

Here are some useful links for student computing information, resources and help:

[Student Guide to Moodle](#)

[Zoom@YorkU Best Practices](#)

[Zoom@YorkU User Reference Guide](#)

[Computing for Students Website](#)

[Student Guide to eLearning at York University](#)

Here is a link to the [Speedtest app for Internet speed performance testing](#)

### **Expanded course description:**

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.

### **Course objectives and learning outcomes:**

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.

### **Course readings**

No books are required for this course. The following describes the readings and cases that need to be purchased. *Both* of these coursepacks should be obtained:

1. Required readings: An electronic coursepack with required readings has been created with Harvard Business Publishing. Click on the following link to purchase the coursepack:  
[\*\*https://hbsp.harvard.edu/import/841704\*\*](https://hbsp.harvard.edu/import/841704)
2. Required marketing cases: Students are required to purchase a coursepack containing the marketing cases to be discussed during the course (cases are not included in the coursepack for the assigned readings that is mentioned above). Individual cases can also be downloaded from Harvard Business Publishing.

Here is the link to a coursepack containing all the cases:  
**<https://hbsp.harvard.edu/import/841702>**

The readings and cases are assigned to specific classes and are to be reviewed before class.

### **Evaluation**

The makeup of the final course grade will be as follows:

Participation in case discussion <u>and</u> class participation	12.5%
Cases (individual write-ups – 6 cases)	12.5%
Final examination (individual)	25%
Marketing plan group project	50%
<hr/>	
Total	100%

There is no mid-term examination in this course.

Please note the due dates to hand in individual case assignments and the group term project, and the dates for the final examination. The dates can be found in the Detailed Course Outline that appears below.

The last date to drop a course without receiving a final grade is **November 12, 2021** for Fall, 2021 term courses.

### **Course policies**

#### 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:

- Attendance will be taken at class (including classes on the Zoom platform).
- 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:

- 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. Students can submit a summary of their actual class participation [not what they thought or would have liked to have said and not any notes they took during class] to the following email address which is for class participation submissions only: **[classparticipation3220@aol.com](mailto:classparticipation3220@aol.com)**. These submissions will help inform your participation grade as will the online peer review survey (to be discussed in class). It is **not** mandatory to submit class participation content as mentioned but it does help to ensure that students' comments are noted. Email such summaries within a week of the end of each class so that your contribution to class can be duly noted.

Submissions will not be accepted more than one week 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.

Students may not miss more than two classes in the semester without professional medical or equivalent documentation to support reasons for absence.

At classes when cases are discussed, individual students may be asked their views in respect of specific topics. Responses will be considered as part of the class participation grade.

Students will also have an opportunity to contribute to the class participation component of the grade by commenting on the presentations of student groups at the end of the semester by using a survey platform. Feedback from students regarding the presentations of others will be provided to student groups anonymously.

#### Individual case submissions

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:

1. prepare and actively contribute to the in-class discussion of the case, and
2. answer the questions posted on Moodle for each case. (Answer the questions only – do not prepare a full case submission as you may have done in other courses.)

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). Case submissions should not exceed 10 pages in length – and can be briefer.** The page count excludes the cover page, Table of Contents and any appendices. As the submissions will be based only on the case, any content that comes from the case can be referenced once and thereafter students may footnote such use with the term “Ibid” so that the detailed reference does not need to be repeated.

Note that all cases should be analyzed using only case material itself. That is, stay within the case. Students are not expected to use external research to supplement case material as this is not an exercise in research but rather one that explores students’ approach to analysis and critical thinking.

Spelling and grammar count towards your grade. Use charts, tables and graphs where appropriate. You can use bullets as appropriate (as I have done above!)

When you have completed answers to questions for your case, submit via the link provided on Moodle. Note the date and time by when the submission must be made. **Late submissions are NOT accepted. CASES MUST BE SUBMITTED ONE HOUR BEFORE THE START OF CLASS** as the cases will be discussed during class. **DO NOT EMAIL SUBMISSIONS TO THE INSTRUCTOR AS THEY WILL NOT BE ACCEPTED.**

Note that cases go through Turnitin (via Moodle) and Turnitin – and the instructor - check for plagiarism; any evidence of plagiarism is regarded as the serious offence it is and is treated accordingly.

#### Final examination

The final examination will take place towards the end of the semester. See the course outline detail (below) for the date of the examination and note it in your schedule. The examination will take place in person, in the assigned lecture theatre.

#### 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.

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. Primary research would include surveys and interviews. Do NOT do either for your term project. Focus on secondary research such as published reports, data from sources such as Statistics Canada and the US Department of Commerce, Census Bureau (if appropriate), Statista, articles, books, etc.

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.

#### **Group presentation component of experiential project**

Each group will present their client project on the Zoom platform as clients will be meeting on the platform to receive the presentation.

Provide the presentation in **MICROSOFT POWERPOINT** format (no other formats, please) via Moodle at least 4 hours before the start of class. The course instructor will mount the presentation on his desktop and unmute microphones and cameras so students can present. The speaking student should just say “next slide” to advance the presentation.

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 team’s preference but at least two members of the team should present.

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 electronic [soft] copy via Moodle to the instructor who will provide it also to the client.

Students will be provided with an opportunity to consider and rate the presentations of other groups and this feedback will be given to the presenters. As mentioned previously, students who provide their views in a thoughtful and comprehensive manner in this online survey will receive credit towards class participation.

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.

Individual work

**THE FOLLOWING IS IMPORTANT. YOU SHOULD UNDERSTAND WHAT CONSTITUTES VIOLATIONS OF ACADEMIC HONESTY SO THAT YOU DO NOT EXPERIENCE A VERY SERIOUS PROBLEM AND POTENTIALLY DELETERIOUS OUTCOME.**

According to the Senate Policy on Academic Honesty:

“Plagiarism is the misappropriation of the work of another by representing another person's ideas, writing or other intellectual property as one's own. This includes the presentation of all or part of another person's work as something one has written, paraphrasing another's writing without proper acknowledgement, or representing another's artistic or technical work or creation as one's own. Any use of the work of others, whether published, unpublished or posted electronically, attributed or anonymous, must include proper acknowledgement.” (Section 2.1.3 of the Senate Policy on Academic Honesty)

**York's policy regarding academic honesty and integrity applies to this course. It is assumed that work submitted by an individual student is the original work of the student alone. Violation is grounds for prosecution under the rules of the University.** More specifically, identify what content is not yours alone and make full attribution of sources with complete references.

Be sure that you **DO NOT** ever and under any circumstances:

- **plagiarize** anybody, on any platform, using any media,
- **paraphrase** the content of anyone else, whether on the Internet or elsewhere. Paraphrasing is a form of plagiarism,
- **self-plagiarize** including reusing a paper you prepared previously – perhaps for another course – in this course,

- **copy** the paper of another student in whole or in part,
- **use any material purchased** online or papers or other content from the Internet or elsewhere without referencing the source. More specifically, students are cautioned *not to download nor use* any content from any web platforms that enable plagiarism – and not to upload to these platforms either. Uploading content could breach academic honesty if another student downloads and plagiarizes (including paraphrasing). If this happens, the student who uploaded content will become part of the investigation and breach of academic honesty charges could be filed. It is also not permissible to upload copyrighted material such as the Course Outline or any course content or summary thereof to course platforms as that breaches Canadian intellectual property legislation.

The above is a partial list of selected violations that the instructor has (unfortunately) seen in the past. For a complete discussion of academic integrity, see the University's Senate Policy on Academic Honesty. This can be found at the following address: <https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

**Where no sources are mentioned, the work will be assumed to have originated with the student alone. If this proves not to be the case, VERY severe repercussions will generally result!**

#### Academic honesty and integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism as discussed briefly above (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.).

**All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.**

#### Turnitin

All assignments are submitted through Turnitin which checks for plagiarism, as does the course instructor. Students may opt out of the use of Turnitin for plagiarism by requesting this from the course instructor. This may only be done in advance as it will be generally assumed that Turnitin will be used for all students. Where a student seeks to opt out from the use of Turnitin, other mechanisms, methods and/or technologies will be identified and described by the course instructor to achieve the same objective.

The use of Turnitin means, among other things, that students consent to the use of their material for inclusion as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described at Turnitin.com.

### 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. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

As communicated to the University community on March 13, 2020, Senate Executive has agreed to waive until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.

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

In order to apply for deferred standing, students must register at <https://sas-app.laps.yorku.ca/>. Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies via email ([apsas@yorku.ca](mailto:apsas@yorku.ca)) providing your ticket number and attaching the DSA form. The DSA 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 above-mentioned link. 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.

### **Grades Release Dates (Grade Reports and Transcripts)**

Grades submitted by an instructor are subject to review by the teaching unit in which the course is offered and by the Faculty Council or Faculty Committee on Academic Policy and Planning. Final course grades may be adjusted to conform to program or Faculty grades distribution profiles. Normally, grades appear on grade reports and transcripts as soon as they are submitted to the Registrar's Office.

### **Schedule of readings and activities**

Please note the following important dates for the Fall, 2021:

- Fall course classes will start on September 8, 2021.
- Last date to add a course without permission of instructor is Sept. 21
- Last date to add a course with permission of instructor is Oct. 5
- Last date to drop a course without receiving a grade is Nov. 12
- Course Withdrawal Period (withdraw from a course and receive a grade of "W" on transcript) is Nov. 13 - Dec. 7

## Detailed course outline

Where	Class / date	Subject matter	Readings and activities before class	Submissions and activities during class	Marketing plan interim milestones
ZOOM	CI 1 Sept 9	Introduction to the course  Introduction to marketing planning	<i>Situation Analysis Toolkit</i>  Product #: 9-510-079		
ZOOM	CI 2 Sept 16	Creating customer value  Segmentation and Targeting  Meet the T.A.	<i>Creating Customer Value</i> 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 client are due Sept 17, 2021 by 5:00 pm.
ZOOM	CI 3 Sept 23	Presentation librarian from Bronfman library  Meet the client – client discussion			Interim report #1 due Sept 30 by 3:00 pm
ZOOM	CI 4 Sept 30	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>	<i>Paez</i> [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>	
ZOOM	CI 5 Oct 7	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>	<i>Starbucks</i> Product #: 504016-PDF-ENG <a href="https://hbsp.harvard.edu/product/504016-PDF-ENG">https://hbsp.harvard.edu/product/504016-PDF-ENG</a>	
	CI 6 Oct 14	<i>Reading Week – No class</i>			

Where	Class / date	Subject matter	Readings and activities before class	Submissions and activities during class	Marketing plan interim milestones
ZOOM	CI 7 Oct 21	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>	<i>Casper Sleep Inc.</i> 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
ZOOM	CI 8 Oct 28	Marketing Communications	<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>	<i>Metabical</i> [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>	Interim report #2 due Oct 29 by 5 pm
ZOOM	CI 9 Nov 4	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>	<i>Warriors Gaming Squad: A Marketing Slam Dunk or a Long Shot?</i> [Case No.: W20785-PDF-ENG] <a href="https://hbsp.harvard.edu/product/W20785-PDF-ENG">https://hbsp.harvard.edu/product/W20785-PDF-ENG</a>	Interim meeting with client
ON CAMPUS	CI 10 Nov 11	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>	<i>Soren Chemical</i> [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 12 by 5 pm
ON CAMPUS	CI 11 Nov 18	<b>Final examination (cumulative)</b>			
ZOOM	CI 12 Nov 25	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 at this class (Use overheads for formal presentation at the	

<b>W h e r e</b>	<b>Class / date</b>	<b>Subject matter</b>	<b>Readings and activities before class</b>	<b>Submissions and activities during class</b>	<b>Marketing plan interim milestones</b>
				next class). Class and lecturer will engage each group in discussion.	
<b>Z O O M</b>	CI 13 Dec 2	<b>Project presentations to client in class (Client may or may not be on the Zoom platform) Final report is due before by noon on Dec 2 – submit report and presentation to Moodle. Presentation should be rehearsed by group.</b>			