

COURSE: AP/ADMS 4250 A. 3.0 – Marketing Strategy Development and Implementation

ADDITIONAL REQUIREMENTS:

- 1) For students in an Honours program, 72 credits, including AP/ADMS 2200 3.00 and AP/ADMS 3210 3.00 (or AP/ADMS 4220 3.00, if taken prior to Fall 2023),
- 2) For other students, a grade of C+ or better in AP/ADMS 2200 3.00 and AP/ADMS 3210 3.00 (or AP/ADMS 4220 3.00, if taken prior to Fall 2023).

It will be highly beneficial to take this course after taking at least two upper-level business classes. For students who have just begun their studies, the course will be too challenging.

REQUIRED COURSE TEXT / READINGS:

No required course text.

Readings will be assigned over the course of the term.

TIMES AND LOCATIONS:

This is an in-person course. The meetings will be held on **Wednesdays, 7:00 – 10:00 PM** on the Keele campus. Students not able to attend in person should not enroll in this section.

WEIGHTING OF COURSE:

The final grade for the course will be based on the following items weighted as indicated:

Term Project Proposal Written Paragraph	10%
Presentation #1	20%
Presentation #2	20%
Final Comprehensive Presentation	30%
Active class participation and demonstrated engagement	20%

No additional assignments will be offered. Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles.

COURSE INSTRUCTOR / CONTACT:

Ray Kong

E-mail: raykong@yorku.ca

Course consultation hours: online, by appointment via eClass

EXPANDED COURSE DESCRIPTION:

This course provides an in-depth exploration of marketing strategy, focusing on how businesses can develop and implement effective strategies to achieve competitive advantage. Students will examine key concepts such as market analysis, consumer behaviour, segmentation, targeting, positioning, and strategic planning. Through case studies, class discussion, a term long project and guest speakers, students will learn to craft comprehensive marketing strategies, evaluate their effectiveness and understand implementation challenges. **Students must make every effort to come to every class and be prepared to engage.**

Course Objectives:

- Understand the foundational theories and principles of marketing strategy.
- Analyze market trends and consumer behavior to inform strategic decisions.
- Develop strategic marketing plans that align with organizational goals and capabilities.
- Apply analytical tools and frameworks to assess and improve marketing strategies.
- Critically evaluate real-world marketing strategies and their outcomes.

The course brings marketing concepts studied in other marketing classes. Students will be able to identify major marketing challenges that may face and apply recent frameworks to find solutions.

COURSE LEARNING OBJECTIVES:

The objectives of the course are:

- Integration of the knowledge obtained in previous marketing and management classes and applying it to strategic choices;
- Developing a systemic and disciplined approach to the analysis of the market situation and presenting its results;
- Understanding and learning to deal with time pressures and uncertainties that marketing managers face in their work;
- Obtaining hands-on experience in making marketing decisions in a competitive environment and defending them;
- Developing written and verbal communication skills;
- Personal development, including group work, teamwork, analytical, and presentation skills.

ORGANIZATION OF THE COURSE:

The general structure of the course is as follows, but will flex according to the progress of the class, class size and availability of guest speakers. In-class time will be provided for group work, feedback and discussion.

Week	Topic(s)	Reading
1 Sept 3	Introduction to Marketing Strategy, Situation and Environmental Analysis <ul style="list-style-type: none">• Sections of a typical strategic plan• 4Ps• The single statement of Strategy• Marketing vs Advertising Storytelling and Presentation skills Intro of term assignment/form groups	Reading: What is strategy and why is it important? Watch: Roger Martin: A Plan Is Not A Strategy
2 Sep 10	Situation Analysis: Understanding the Market - Competitors vs. Self <ul style="list-style-type: none">• Perceptual maps• SWOT• PESTLE• Market share Submission of term assignment subject company for approval	Reading: What are the different types and sources of market information needed when defining a strategy? Watch: Effective and impactful presentations
3 Sep 17	Target Markets and Marketing Objectives Frameworks For Understanding Consumer Behaviour and Buying Behaviour <ul style="list-style-type: none">• 8 stages of consumer buying• Adopter framework• Need states, pain points• Leader vs. follower• Acquisition vs. retention vs. x-sell	Reading: Why is it vital to clearly define a target market? What are the different stages of market adoption and how do marketing tactics and messaging differ for each?
4 Sep 24	Situation analysis, Market analysis, Target Market, Marketing Objectives PRESENTATION	

5 Oct 1	Brand Positioning and Messaging <ul style="list-style-type: none"> • Competitors vs. Self • Value proposition/USP/Differentiation • Brand is not a tagline 	Reading: What is a Brand?
6 Oct 8	Market Insights, Research and Information <ul style="list-style-type: none"> • Qualitative vs. quantitative • Business casing • Synthetic data Distribution Channels, Product and Pricing Strategy <ul style="list-style-type: none"> • Distribution strategies <ul style="list-style-type: none"> o Omni, D2C, B2B (white label) o Intermediary strategy o Location based strategy • Price based strategies 	Reading: What is synthetic data and how is it used by marketers?
Oct 15	No class, reading week	
7 Oct 22	++ Value proposition, Brand Messaging, PRESENTATION	
8 Oct 29	Product Strategy <ul style="list-style-type: none"> • Product lifecycle management Marketing Strategy Implementation and Evaluation; Metrics and Analytics <ul style="list-style-type: none"> • KPIs • MMM 	Reading: What is the product life cycle and why is it important to Marketing strategy? What is Marketing Mix Modeling and why is it important?
9 Nov 5	Guest speaker + flex	Web reading: xx
10 Nov 12	Guest speaker + flex	
11 Nov 19	Comprehensive PRESENTATIONS I	

12 Nov 26	Comprehensive PRESENTATIONS II	

ADDITIONAL INFORMATION / NOTES:

Assignments consist of both a presentation and a written report and build over the course of the term to the Final Presentation and Written report due at the end of term. Format, length and expectations for presentations and written reports will be shared in-class. At the beginning of term, students will select an organization to use for the course of the term, subject to the Instructor's approval. Assignments will be completed in groups, depending on class size and determined in Week 1.

Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles.

No use of AI is permitted on any work submitted for grading. Any evidence of, or suspicion of AI use, may be grounds for immediate rejection and a zero grade on the work at the discretion of the course instructor.

Communication

Group e-mails will be sent using the course website to students' e-mail accounts that York University keeps on file. Instructors cannot change or update students' e-mails in this database. Therefore, it is the student's responsibility to ensure that their e-mails on file are up to date so that all messages are received.**COURSE POLICIES**

Grading, Assignment Submission, Lateness Penalties, and Missed Tests

Grading: The grading scheme for the course conforms to the 9-point grading system used in undergraduate programs at York (e.g., A+ = 9, A = 8, B+ = 7, C+ = 5, etc.). Assignments and tests will bear either a letter grade designation or a corresponding number grade (e.g. A+ = 90 to 100, A = 80 to 90, B+ = 75 to 79, etc.)

(For a full description of the York grading system see the York University Undergraduate Calendar - http://calendars.registrar.yorku.ca/pdfs/ug2004cal/calug04_5_acadinfo.pdf)

Students may take a limited number of courses for degree credit on an ungraded (pass/fail) basis. For full information on this option see the Alternative Grading Option in the Atkinson Faculty of Liberal and Professional Studies section of the Undergraduate Calendar: http://calendars.registrar.yorku.ca/2012-2013/faculty_rules/AP/index.htm

Assignment Submission: Proper academic performance depends on students doing their work not only well but on time. Accordingly, assignments for this course must be received on the due date specified for the assignment. This applies both to executive memos that have to be submitted to the instructor and simulation decisions that need to be uploaded to the Markstrat server.

Lateness Penalty: Executive memos received later than the due date will be penalized by ½ letter grade per day. Exceptions to the lateness penalty for valid reasons such as illness, compassionate grounds, etc., may be entertained by the Course Instructor but will require

supporting documentation (e.g., a doctor's letter). Failure to upload simulation decisions on time will not be penalized directly, but the simulation will be run with default decisions which usually results in poor performance. There will be no exceptions to this rule.

Missed Tests: Students with a documented reason for missing a course test, such as illness, compassionate grounds, etc., which is confirmed by supporting documentation (e.g., doctor's letter) may request an accommodation from the Course Instructor in a form of a makeup test (within a week before or a week after the test). Further extensions or accommodations will require students to submit a formal petition to the Faculty. Failure to appear at the mutually agreed time of a makeup exam will result in a grade of 0.

RELEVANT UNIVERSITY REGULATIONS

Deferred Exams: 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 <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. Write your ticket number from the online registration system directly onto the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam and emailed to apsas@yorku.ca.

These requests will be considered on their merit and decisions will be made on a case-by-case basis. Decisions will be made available by logging into the following link: <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. No individualized communication will be sent by the School to the students (no letters or e-mails).

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate 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 online Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

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 without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances that 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/univsec/policies/document.php?document=86>

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.

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://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

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://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

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://ds.info.yorku.ca/academic-support-accomodations/>

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 (Senate Policy): 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 Student Accessibility Services (formerly known as Counselling and Disability Services) website at <https://accessibility.students.yorku.ca>

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/>

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