

**Instructor**

Kashif Memon

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Class time: 01:00-02:20MW DWE 3522

Meeting: By appointment through email - Also, the best times to talk to me are usually right before and right after each class.

**Teaching Assistant**

Sina Kajbaf ([sinakajbaf@yahoo.com](mailto:sinakajbaf@yahoo.com) / HH 233)

Office Hours for TA:

Assignment Submission and Collection Point is TA's Office: HH 233.

**Course description**

This course will be taught from a modular strategic perspective. Each stage/module of the course will make the participants react to strategic marketing stimuli through proactive participation. Students will be encouraged to apply methods and models that call for effective marketing actions that firms practice in the real time environment. Issues such as application of SWOT and PEST analysis, developing marketing opportunities and strategies, managing the marketing process and channels, delivering practical marketing plans, and analyzing various case studies from Canadian Business, Fortune and Forbes will be important perspectives of the course.

**Module Aims & Learning outcomes**

On completion of the module participants will be better able to:

- Understand key principles, concepts and terms associated with marketing – including the differences between services and goods marketing
- Understand the concept of the 8 Ps.
- Prepare a marketing plan that links strategy with tactics.
- Understand the core, supplementary and periphery concepts of marketing
- Understand competitive positioning with respect to customers and firms.

**Required Text:**

**GREWAL:** MARKETING 1ST CDN ED (available at the UW Book Store).

**Grading Scheme:**

<p><b>1. Class Participation (Includes participating in all activities of the class throughout the term)</b></p> <p><b>Preparation for Class Discussion/Participation:</b></p> <p><b>a. Your obligation as a Student in Econ 344:</b> Develop a <b>name tag</b> with your first name (only) written in big letters that will be easy for you to display and for the instructor to see during every class. Class participation is 15% of your grade, and it is your responsibility to make sure that the instructor knows your name. If I do not know you and find you absent I WILL NOT assign the 15% marks. This is also directly related to your attendance in the class room.</p> <p><b>b. Attendance &amp; Assignment Policy: <i>STOP!! READ THIS PLEASE. Assignments, projects handed in late will not be accepted and a ZERO will be awarded. Any activity like presentations, debates/surprise product ads missed/absence will also be awarded a ZERO mark. Note: All assignments and Projects will be submitted as a hard copy. Electronic copies will not be accepted. Attendance is compulsory in all sessions. Any ONE Class not attended/missed will incur a 2 marks penalty per each class missed out of 100 marks from the course. Random attendance at the discretion of the Instructor will be taken. An exception to the above is only support through valid acceptable medical documentation as per university rules. No other exception will be made or accepted. Please do not bring me notes from parents as they are not acceptable to me.</i></b></p> <p><b>c.</b> Review the course outline, all assignments, Project, Assigned Group Magazines (Case Studies) (available on UWACE). UWACE is the primary source for course updates, marking criteria, lecture notes, class cancellations and announcements. <a href="https://uwangel.uwaterloo.ca/uwangel/default.asp">https://uwangel.uwaterloo.ca/uwangel/default.asp</a></p> <p><b>d.</b> Format: Classroom activity will consist of lectures, videos, class discussions and in-class interactive exercises based on the assigned readings and case studies. Lectures will refer to, but not review, all material in the textbook. Students are expected to come to class having read all assigned readings (chapters, cases, articles) and ready to share and discuss. Discussions will focus on the application of concepts that are probing, extending and applying the material rather than reading or reviewing.</p> <p><b>e. <u>Group Dynamics</u></b> You have been divided into groups [The same case study class groups will work on all activities requiring team work]. Group members may divide the responsibility for particular parts of the work and assign a part or parts to individual group members. Team spirit will be under observation. Groups should inform the instructor EARLY IN THE TERM if any group member does not adhere to group spirit. As an individual team member, your responsibilities include serving as a team leader and being a team player. If members are not cooperating amongst themselves, the instructor will mediate to solve the issue. If the issue still remains unresolved the instructor will penalize the non cooperating individual to the tune of <b>10 marks</b> (out of total 100) provided the rest of the group members give a written consensus note. <b>I am always willing to see my students and will go out of my way to schedule meetings. Please make sure that if you make an appointment that you keep it. (You can email me at anytime).</b></p>	<p><b>15% Individual</b></p>
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<p><b>f. Other special considerations or rules Student conduct:</b>  Disrupting the class by playing with laptops, browsing social media web pages, being sluggish, receiving and taking calls on cell phones and beepers, or engaging in conversations outside of the lecture is strongly discouraged.  If you have a situation that does not allow you to arrive on time you should inform the course Instructor immediately. <i><b>In any case since Econ 344 is an intensive group activity course I will allow only a 10 minute grace period to enter the class as late comers disrupt the rhythm of the discussion. This will be strictly enforced.</b></i></p>	
<p><b>2. Assignment #1 - Please see UWACE for Details</b></p>	<p><b>15% Individual</b></p>
<p><b>3. Assignment #2 - Please see UWACE for Details</b></p>	<p><b>15% Individual</b></p>
<p><b>4. Theme of the Week</b></p> <p><b>a. Summary Posting on UWACE for class</b></p> <p><b>b. Presentation</b></p> <p><b>Sub Total</b></p> <p>The group presenting the article is expected to summarize the article and post it on UWACE by THURSDAY Night 11.59 pm each week before their presentation on the Monday. <u>Groups who fail to post by Thursday midnight will score a ZERO. All groups should read the article summary and formulate their questions for the presenting group. The instructor can ask random questions from any group/individual on the assigned article. If a group is found unprepared the instructor will award a 5 marks penalty (out of 100 for the course) to the whole group or individual.</u></p>	<p><b>5%</b></p> <p><b>5%</b></p> <p><b>10% Group</b></p>
<p><b>5. Product Debates</b></p> <p>Product Debates will follow the Theme of the Week. These debates will bring 2 groups against each other every week in a board room setting. The 2 groups are expected to debate for and against the assigned topic. Marks will be awarded on background research, concept application and answering questions. After each debate the Instructor will ask for a vote from the audience who will the vote on which groups convinced them the most. Marks will be awarded on how convincing the arguments are and what is the outcome of the class vote. <b>Groups must use STATISTICAL data to support arguments.</b></p>	<p><b>10% Group</b></p>
<p><b>6. Project</b></p> <p><b>Please see Project Sheet on UWACE</b></p>	<p><b>20% Group</b></p>
<p><b>7. Project Presentation</b></p> <p><b>Please see Project Sheet on UWACE</b></p>	<p><b>5% Group</b></p>
<p><b>8. Surprise Product/Service and Analysis Presentation</b></p> <p>Each group will come up with a surprise advertisement (print or electronic) of their own choice from the existing market targeting a specific product/service. They will then conduct an exercise amongst the 9 class groups who will try to guess what the product/service is. Each group is allowed to ask only 3 questions to guess the product/service. After this exercise the assigned group will present an analysis of the Ad highlighting its success or failure. <b>Groups must use STATISTICAL data to support arguments.</b> Please see details on UWACE.</p>	<p><b>10% Group</b></p>
<p><b>Total</b></p>	<p><b>100%</b></p>

## Schedule

Week	Date	Session Topic
1	Monday: May 2.	Assessing the Market Place
<b>Reading for discussion</b>		
Chapter 1: Overview of Marketing		
Chapter 2: Developing Marketing Strategies		
Chapter 3: Ethics and Socially Responsible Marketing		
<b>Reading to underpin the session</b>		
Bottled Water: Commodity or Super Premium		
ImaSight – Get Clear		
Case Study: Ebay: Creating Value in the Market Place		
Lee Valley Tools – Delivering Value through Integrated Channels		
LuLuLemon: Bare it All, Even If You Don't Want To!		
Boston Consulting Group's Portfolio Analysis		
Kicking Horse Coffee		
Virgin Atlantic		
Case Study: Toronto Football Club: Rebirth to Excitement		
Aldo Fights AIDS Globally		
Traffic Light Labeling		
Fetzer Vineyard's		
Turnitin.com: Plagiarism Prevention		
Case Study: How Big is Your Footprint?		

Week	Date	Session Topic
1	Wednesday: May 4.	Assessing the Market Place & Understanding the Market Place
<b>Reading for discussion</b>		
Chapter 4: Analyzing the Marketing Environment		
Chapter 5: Marketing Research and Information Systems		
Chapter 6: Consumer Behavior		
<b>Reading to underpin the session</b>		
Toyota		
Dussault Custom Ink		
VOIP		
Payday Loans		
Case Study: Simply Audiobooks		
Leger Marketing		
RFID		
Getting Up Close and Personal with Shoppers		
Marketing Research		
Case Study: Research Boosts Iams Sales		
H.O.G. Heaven		
Expedia		
IHate [company].com		
Zipcar		
Case Study: The Smart Car in the USA		

Week	Date	Session Topic
2	Monday: May 9.	Understanding the Market Place

**Reading for discussion**

Chapter 7: Business 2 Business Marketing

**Reading to underpin the session:**

Shepherd Thermoforming  
 How Does a Doctor Know Best  
 Putting a Volkswagen Together  
 Covisint  
 Case Study: The Tefler School

**Theme of the Week – Marketing for the Automobile and the Environment (Hybrid, Electric or Gasoline):** Group 10 presents (Fortune – January 17, 2011; P. 57; Electric Commuter)

Week	Date	Session Topic
2	Wednesday: May 11.	Debate (Group 1 and 6)

**Debate Topic: Hybrid/Electric vs. Gasoline (which is sustainable)**

**Group 1's Product – For Hybrid Toyota Prius and the Electric Nissan Leaf**  
**Group 5's Product \_ For Gasoline Honda Civic and the Gasoline Toyota Corolla**

Week	Date	Session Topic
3	Monday: May 16	Targeting the Market Place

**Reading for discussion**

Chapter 8: Segmenting, Targeting and Positioning

**Reading to underpin the session:**

Segmenting the Financial Services Market  
 Internet Based Segmentation  
 BALMSHELL  
 Junk Food Wars  
 Case Study: M&M Meat Shops

**Theme of the Week: Marketing, Multimedia, Social Media & Celebrities/ in Entertainment** Group 9 Presents (Fortune February 28, 2011; P. 82; Conan, 2.0 & Fortune May 2, 2011, P. 68; Trouble @ Twitter)

Week	Date	Session Topic
3	Wednesday: May 18.	Debate (Group 2 and 7)

**Debate Topic: Which person (market brand) has used social media to his advantage?**

**Group 2's Product – For Conan O' Brien**  
**Group 7's Product \_ For Jay Leno**

May 23: Victoria Day

Week	Date	Session Topic
4	Wednesday: May 25.	Debate (Group 3 and 8)

**Debate Topic: Which social tool has a powerful marketing presence and tools available to it?**

**Group 3's Product – marketing For Face book**

**Group 8's Product \_ marketing For Twitter**

Week	Date	Session Topic
5	Monday: May 30.	Value Creation

**Reading for discussion**

Chapter 9: Product, Branding, Packaging

**Reading to underpin the session:**

Branding on the NET

Ambush Marketing

Exploring Virgin territories

What is Behind a Seal of Approval

Case Study: Band Aid®

**Theme of the Week: Retailing Business** Group 8 Presents (Fixing a Flat – Fortune, April 25, 2011; P. 53)

Week	Date	Session Topic
5	Wednesday: June 1.	Debate (Group 4 and 9)

**Debate Topic: Canadian Tire is in Trouble?**

**Group 4's Product – no it is not**

**Group 9's Product \_ yes it is**

Week	Date	Session Topic
6	Monday: June 6.	Value Creation

**Reading for discussion**

Chapter 10: Developing New Products

**Reading to underpin the session:**

Consumers – Co-creators of Products

Cosmetic firms and Animal Testing

RIM

Gourmantra

Case Study: IPOD

**Theme of the Week: Marketing Technology** Group 7 Presents (The Problem With Microsoft, Fortune, April 11, 2011; P. 45)

Week	Date	Session Topic
6	Wednesday: June 8.	Debate (Group 5 and 10)

**Debate Topic: Microsoft's successes and flops**

**Group 5's Product – Microsoft's Marketing Strategy is Flawed and Dead**

**Group 10's Product \_ Microsoft is a Winner and will make a come back just like Apple, Motorola and Netflix**

Week	Date	Session Topic
7	Monday: June 13.	Value Creation

**Reading for discussion**

Chapter 11: Services Marketing: The Intangible Product

**Reading to underpin the session:**

Smile

Self Check-out

Expanding the definition of beauty

Fairmont

Case Study: Canadian Tire

**Theme of the Week: Marketing Energy** Group 6 Presents (The Next Energy Crisis is Here – Canadian Business, April 11, 2011 – P. 30)

Week	Date	Session Topic
7	Wednesday: June 15.	Surprise Product/Service and Analysis Presentation

**Groups 1, 2, 3**

Week	Date	Session Topic
8	Monday: June 20.	Transacting Value

**Reading for discussion**

Chapter 12: Pricing Concepts and Strategies

**Reading to underpin the session:**

Musicians Look for CYMBALS of Success

ABM Fees

Canadian Internet Pharmacies

Giant Tiger

Case Study: Bizrate vs. Ebay

**Theme of the Week: Retail in Sports: Group 5 Presents Lululemon (Canadian Business, May 09, 2011; P.28)**

Week	Date	Session Topic
8	Wednesday: June 22.	Surprise Product/Service and Analysis Presentation

Groups 4, 5

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Week	Date	Session Topic
9	Monday: June 27 and June 29.	Project Preparation Week

Week	Date	Session Topic
10	Wednesday: July 4	Value Delivery: Designing the Marketing Channel & Supply Chain

**Reading for discussion**

Chapter 13: Marketing Channels

Chapter 14: Retailing

**Reading to underpin the session:**

Listing Fees

Integrated Multichannel Retailing

Arctic Glacier

Fire up the Grill

Case Study: Walmart – SCM

Sweatshops

2010 Winter Games

Pete's Frootique

Muchmusic.com

Case Study: Staples

**Theme of the Week:** Automobile Marketing in USA: Group 4 Presents (Forbes – February 28, 2011; P. 84 – FIAT'S FIRST LADY.

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Week	Date	Session Topic
10	Wednesday: July 6.	Surprise Product/Service and Analysis Presentation

Groups 6, 7, 8

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Week	Date	Session Topic
11	Monday: July 11.	Value Communication

**Reading for discussion**

Chapter 15: Integrated Marketing Communications

Chapter 16: Advertising Sales Promotion and Personal Selling

**Reading to underpin the session:**

Is it Deceptive to Disguise the Message Sender?

Ideas that Build Success

One-to-One Marketing

A Viral Evolution

Case Study: DOVE

Viral Dare

Seeing RED

Pop – up Beauty

Capital Ideas

Case Study: West49.com

**Theme of the Week:** Garbage Marketing and Waste Management - Group 3 Presents (Fortune, December 06, 2010; P. 103)

Week	Date	Session Topic
10	Wednesday: July 13.	Surprise Product and Analysis Presentation

**Groups 9,10**

Week	Date	Session Topic
12	Monday: July 18.	Global Marketing

**Reading for discussion**

Chapter 17: Global Marketing

**Reading to underpin the session:**

Globalization

In the eyes of the beholder

MTV

David vs. Goliath

Case Study: IKEA

**Themes of the Week:** Group 2 and 1 Present

Group 2 presents: Education Marketing – New Looks vs. Old Looks Brock University– What appeals to students – Canadian Business \_ June 14, 201; P. 20.

Group 1 presents: The Personal Brand marketed: Mastering the art of the Social Web CV – Canadian Business 0 March 28, 2010; P. 55)

Week	Date	Session Topic
12,13	Wednesday: July 20, July 25	Project Presentations

July 20: Groups 1, 2, 3, 4, 5

July 25: 6, 7, 8, 9, 10

**Important notes:**

UWACE: It is expected that students access UWACE throughout the spring 2011 term course period for information on assignments, and for other relevant course material.

**Part of the students mark is subjective, which is based on class participation.**

**Assignments and all other course activity:**

Students are expected to check the appropriate UW websites for details concerning any examinations and various course drop deadlines (Please see: <http://www.registrar.uwaterloo.ca/exams/finalexams.html> and <http://www.quest.uwaterloo.ca/undergraduate/dates.html> respectively).

**Students with disabilities:**

Note for students with disabilities: The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.

**Statement regarding travel and the final examination period:** Please note that "Student travel plans are not considered acceptable grounds for granting an alternative make up time for any activity. For more information see: [www.registrar.uwaterloo.ca/exams/finalexams.html](http://www.registrar.uwaterloo.ca/exams/finalexams.html)

**Audio/video recording:** Classes may not be audio or video recorded, unless specified.

**Expectation of Academic Integrity:**

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility.

**Grievance:** A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy #70, Student Petitions and Grievances, Section 4. <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offenses, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. For information on categories of offenses and types of penalties, students should refer to Policy #71, Student Discipline, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

Students are responsible for understanding the expectations regarding whether any course activity is a group or individual initiative. Unless otherwise indicated the assumption is that course activities are individual efforts that feed into collective group activities.

**Appeals:** Concerning a decision made under Policy #70 (Student Petitions and Grievances) (other than petitions) or Policy #71 (Student Discipline) a student may appeal the finding, the penalty, or both. A student who believes he/she has a ground for an appeal should refer to Policy #72 (Student Appeals) <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

**Avoiding Academic Offences:** [www.arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://www.arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html) It is important for students to be aware that one may commit plagiarism inadvertently, through ignorance of appropriate citation methods, so checking this website prior to submitting a paper is to the students advantage.

Additional Readings in Marketing:

**Relevant Journals**

- The Journal of Marketing
- International Journal of Research in Marketing
- The European Journal of Marketing
- Harvard Business Review
- International Marketing review
- International Journal of Advertising
- Journal of Marketing Management
- Journal of Business Research
- Journal of Consumer Research

Along with the assigned readings, you are encouraged to regularly read strategy-related items in the Financial Times, Wall Street Journal and articles in Canadian Business, Economist, Fortune, Forbes.