

University of Waterloo
Department of Economics
MGMT 345 Marketing Strategy
Summer 2023

Instructor Information

Instructor: Stephanie Villers
Office: HH 239
Office Hours: Monday 12:00 – 12:50 (in-person) or by appointment (virtually)
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Territorial Acknowledgement

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabeg and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes six miles on each side of the Grand River.

Course Description

This course builds upon material covered in MGMT 244– Principles of Marketing. The focus is on how to develop research designs, instruments, and methodologies to answer specific applied research questions and theories. You will develop analytical skills, apply decision tools, and learn frameworks that applies in developing practical marketing strategies.

Course Goals and Learning Outcomes

Upon completion of this course, students should be able to:

1. Apply the marketing concepts taught in MGMT 244;
2. Develop skills in the areas of market analysis, marketing decisions and strategy formulation;
3. Apply skills in communicating analyses, persuasion, and making recommendations;
4. Develop strategic marketing skills related to strategy creation, implementation, evaluation, and adaptation.

Course Format

Excepting the first class, the course format is generally as follows (see Tentative Lecture Schedule below for details):

- Class 1: Monday 1:00 – 2:20
 - In Class Lectures (50 minutes); Case Analysis (30 min.)
- Class 2: Wednesday 1:00 – 2:20
 - Capstone Project Meetings (50 min.); Virtual Triple P - Problems, Progress, Plans (30 min.)

The lectures, readings, and capstone project are the basis of knowledge acquisition. Reading assignments and application tasks will provide the opportunity to learn the concepts and theories of various marketing research topics, and to apply this knowledge to real world situations.

Readings

- **Cases (Required):** <https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c0000EIfV7EAL>
- **Textbook (Recommended):** Roger A. Kerin, Steven W. Hartley, Arsenio Bonifacio, Donna Dumont, Carol Bureau (2021). Marketing the Core, 6th Canadian Edition, McGraw Hill. <https://www.mheducation.ca/marketing-the-core-9781260326949-can-group#configurable-product-options-title>. Do not purchase/rent “Connect” option (not used in this course).

Course Requirements and Assessment

The course will be supported in LEARN, and students are responsible for checking LEARN frequently to receive instructions for upcoming classes. Any changes will be noted in announcements on the course home page.

Course Evaluation

Assessment	Weighting	Due
Capstone Project <ul style="list-style-type: none"> • Interim Report (5%) • Final Report - Peer Evaluation (30%) • Personal Reflection (5%) 	40%	June 14 August 2 August 2
CCC Case Analysis <ul style="list-style-type: none"> • Imperfect Foods (10%) • Patagonia (10%) • Canopy Cannabis (10%) • Capital Care (10%) 	40%	June 5 June 12 July 10 July 24
BONUS: Optional Canada Blood Services	3%	July 26
Online Quizzes <ul style="list-style-type: none"> • Quiz 1 (10%) • Quiz 2 (10%) 	20%	June 19 July 31

Evaluation Details

Capstone Project – PICK ONE: Experiential Learning (Group) **OR** Strategic Market Plan (Individual)

1. **Experiential Learning “EL” (Group Project Option):** The class has been randomly assigned to sub-teams on Learn.
 - Instructions: Please see Learn – Contents – Capstone Project – “Experiential Learning Instructions”. Under the same folder, you can find a template for the Final Report and a Peer Evaluation Form (with sample grade distribution). If you do not complete the Peer Evaluation by the deadline, you are deemed to have given all members of your team 10/10.
 - Virtual PPP Meetings: One person from each EL team must join weekly meetings to provide the instructor with an update on the team’s Progress, Problems, and Plans.
 - A mark of -1 will be deducted from the final grade of the Final Report for every missed PPP meeting (up to 10 marks total).
 - Termination: To simulate the actual job of a marketing consulting firm, students can quit or be fired from the Experiential Learning project. Students can quit at any time with 24 hours written notice to your team. Students can be fired by majority vote after three communication attempts, or three missed meetings, or if a team member fails to complete their prescribed tasks by a deadline agreed to by the group. Any terminated student must transfer into the SMP alternative.
2. **Strategic Market Plan “SMP” (Individual Project Option):** When students quit or are terminated from the EL Team, they must switch into the SMP alternative (no credit given for previous work).
 - Instructions: Please refer to Learn – Contents – Capstone Project – “Strategic Marketing Plan”.
 - PPP Meetings: You are to submit written weekly reports on your Progress, Problems, and Plans to the Learn Dropbox called “SMP PPP”.
 - A mark of -1 will be deducted from the final grade of the Final Report for every missed PPP submission (up to 10 marks total).

Students are provided 50 minutes of class time per week for the Capstone Project. This is a *minimum* time commitment. It is expected that the work will be completed professionally and on time every week – even if that means working beyond the 50 minutes provided.

CCC Case Analysis: Every other week you will be assigned a case corresponding to the lecture topic. You must read the case before class and come prepared to analyze the case for Comprehension (understand the organization), Connection (link case to lecture concepts), Career (learn a skill used by marketing professionals). **The Career component will be explained in class**, so attendance is important. Each CCC Case Worksheet is worth 10% of your total grade and it is due by 11:59 p.m. on the date it is assigned.

CCC Quizzes: Each open book online quiz will be completed on LEARN. Once you start you cannot stop so it is your responsibility to ensure you have a stable internet connection. Each quiz will be available for a 24 period (12:01 a.m. to 11:59 p.m.). You will have 60 minutes (or longer if you have academic accommodations) to complete each quiz which is comprised of CCC Components including 24 random multiple choice Comprehension questions covering lecture content (0.25 each); 2 random Connection questions linking non-CCC cases to lecture content (1 mark each); and 1 random Career question related to the non-CCC cases (2 marks). However, the system will automatically randomize questions for each quiz. As such, the distribution of questions will vary.

Lecture Schedule

DATE	TOPIC	RECOMMENDED	REQUIRED
May 8	Introduction: Syllabus, Marketing Fundamentals	Chapter 1	--
May 10	CAPSTONE #1 – Assign Roles, Client Intro	PPP 1:50	
May 15	Marketing Mix: Promotion	Chapters 12-13	Dove
May 17	CAPSTONE #2 – Deliverables	PPP 9:20	
May 22	Victoria Day	No Classes	
May 29	Marketing Mix: Price (<i>Recorded Lecture</i>)	Chapters 9	Lululemon
May 31	CAPSTONE #3	PPP 1:50	
June 5	Marketing Mix: Product	Chapter 7-8	Imperfect Foods*
May 7	CAPSTONE #4	PPP 1:50	
June 12	Marketing Mix: Place	Chapter 10	Patagonia*
June 14	CAPSTONE #5 and Interim Report	PPP 1:50	
June 19	ONLINE QUIZ #1	No Lecture	
June 21	CAPSTONE #6	PPP 1:50	
June 26	Market Research: Guest Lecture	Chapter 4	--
June 28	CAPSTONE #7	PPP 1:50	
July 3	Consumer Behaviour (Bonus)	Chapter 3	CBS
July 5	CAPSTONE #8	PPP 1:50	
July 10	Getting Customers: STP	Chapter 6	Canopy*
July 12	CAPSTONE #9	PPP 1:50	
July 17	Marketing Environment: SWOT, PEST, Porters	Chapter 2	Karatu
July 19	CAPSTONE #10	PPP 1:50	
July 24	CSR & CRM	Chapter 14	Capital Care*
July 26	CAPSTONE #11 – CBS Bonus Deadline	PPP 1:50	
July 31	ONLINE QUIZ #2	No Lecture	
August 2	CAPSTONE: Report, Reflection, Peer Eval.	Good Luck on Your Exams!	

* CCC Case Analysis

Course Modification Warning

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

Late Work

Students are expected to complete all assignments by the due date as stated in the assignment description. Late submissions are subject to a 2% per day penalty (7-day week).

Attendance Policy

Institutional-required statements for undergraduate course outlines approved by Senate Undergraduate Council, April 14, 2009.

Academic Integrity

- **Academic Integrity:** In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the UWaterloo Academic Integrity webpage and the Arts Academic Integrity webpage for more information.
- **Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (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. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline. For typical penalties check Guidelines for the Assessment of Penalties.
- **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. When in doubt, please be certain to contact the department’s administrative assistant who will provide further assistance.
- **Appeals:** A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72 - Student Appeals.

Accommodation for Students with Disabilities

The AccessAbility Services office, located on the first floor of the Needles Hall extension (1401), 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 AS office at the beginning of each academic term.

Mental Health Supports

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health supports if they are needed.

- On Campus
 - Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 ext 32655

- MATES: one-to-one peer support program offered by Federation of Students (FEDS) and Counselling Services
- Health Services Emergency service: located across the creek from Student Life Centre
- Off campus, 24/7
 - Good2Talk: Free confidential help line for post-secondary students. Phone: 1-866-925-5454
 - Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-433 ext. 6880
 - Here 24/7: Mental Health and Crisis Service Team. Phone: 1-844-437-3247
 - OK2BME: set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213

Full details can be found online at the Faculty of ARTS website [Download UWaterloo and regional mental health resources \(PDF\)](#) [Download the WatSafe app to your phone to quickly access mental health support information](#)