

University of Waterloo
Department of Economics
ARBUS 303 / MGMT 345 Marketing Strategy
Fall 2023

Instructor Information

Instructor: Stephanie Villers
Office: HH 239
Office Hours: Tuesday 12:00 – 1:00 (in-person) or by appointment (virtually)
Email: svillers@uwaterloo.ca

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 ARBUS 302 / 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: Tuesday 1:00 – 2:20
 - In Class Lectures (50 minutes); Case Analysis (30 min.)
- Class 2: Thursday 1:00 – 2:20
 - Capstone Project Meetings (50 min.); Virtual PPP - 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/a1R5c00000FvVY0EAN>
- **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 ASSESSMENTS

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

Assessment	Weighting	Due
Participation <ul style="list-style-type: none"> • 10 classes (1% each) 	10%	Weekly
In Class Quizzes <ul style="list-style-type: none"> • Quiz 1 (5%) • Quiz 2 (5%) • Quiz 3 (5%) • Quiz 4 (5%) 	20%	September 12 September 26 October 17 October 24
<ul style="list-style-type: none"> • Make-Up Assessment 		November 7
In Class CCC Case Analysis <ul style="list-style-type: none"> • Imperfect Foods (10%) • Patagonia (10%) • Beyond Meat (10%) • Capital Care (10%) 	40%	September 19 October 3 October 31 November 14
Capstone Project <ul style="list-style-type: none"> • Final Report (30%) 	30%	November 30

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.
 - Termination: To simulate the actual job of a marketing consulting firm, students can quit or be fired from the Experiential Learning project. Upon quitting or being terminated, the student will be transferred into the SMP alternative.
 - *Quitting:* Students can quit at any time on or before Capstone #4 with 24 hours written notice to your team and the instructor.
 - *Termination:* 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. Groups must notify the team member and the instructor of this termination. Members must be terminated on or before Capstone #4.

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”.

Students are provided 80 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 80 minutes of class time provided. **A mark of -1 will be deducted from the Final Report for every missed PPP (up to 10 marks).**

In-Class 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 it 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 very important. **Each CCC Case Worksheet is worth 10% of your final grade and is due BY THE END OF CLASS.** Therefore the “Late Penalty” applies 1 minute after class ends.

In-Class Quizzes: Each quiz will be completed on LEARN at some point during class. It will only be open for 10 minutes. Each quiz has 5 questions worth 1 mark each (2 minutes/question). You are only eligible for the make-up assessment if you have a VIF or UW Accommodation for a missed quiz.

Late Penalty: Students are expected to complete each course assessment by the due date specified above. Excepting a VIF or UW “Accommodation” (<http://ugradcalendar.uwaterloo.ca/page/Acad-Regs-Accommodations>), late submissions are subject to a penalty of 2 marks per day. Late submissions will not be accepted more than five days past the specified due date, resulting in a grade of zero.

LECTURE SCHEDULE

DATE	TOPIC	RECOMMENDED	REQUIRED
Sept. 7	Introduction: Syllabus, Marketing Fundamentals	Chapter 1	--
Sept. 12*	Marketing Mix: Promotion	Chapters 12-13	Quiz #1
Sept. 14	CAPSTONE #1 – Roles, Acknowledgements	PPP 1:50	
Sept. 19*	Marketing Mix: Product	Chapters 7-8	Imperfect Foods
Sept. 21	CAPSTONE #2 - Weekly Deliverables Start	PPP 1:50	
Sept. 26*	Marketing Mix: Price	Chapter 9	Quiz #2
Sept. 28	CAPSTONE #3	PPP 1:50	
Oct. 3*	Marketing Mix: Place	Chapter 10	Patagonia
Oct. 5	CAPSTONE #4 - Deadline to opt into SMP	PPP 1:50	
Oct 9 - 13	READING WEEK	NO CLASSES	
Oct. 17*	Market Research	Chapter 4	Quiz #3
Oct. 19	CAPSTONE #5	PPP 1:50	
Oct. 24*	Consumer Behaviour (Bonus)	Chapter 3	Quiz #4
Oct. 26	CAPSTONE #6	PPP 1:50	
Oct. 31*	Getting Customers: STP	Chapter 6	Beyond Meat
Nov. 2	CAPSTONE #7	PPP 1:50	
Nov. 7*	Marketing Environment: SWOT, PEST, Porters	Chapter 2	Make-Up
Nov. 9	CAPSTONE #8	PPP 1:50	
Nov. 14*	CSR & CRM	Chapter 14	Capital Cares
Nov. 16	CAPSTONE #9	PPP 1:50	
Nov. 21*	Careers: Guest Lecturer - Virtual Class	None	
Nov. 23	CAPSTONE #10	PPP 1:50	
Nov. 28	CAPSTONE: Report Prep Class	No Lecture	
Nov. 30	CAPSTONE: Final Report (Peer Eval.)	Good Luck on Your Exams!	

* Participation Class

UNIVERSITY POLICIES

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.

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.

Chosen/Preferred First Name

Do you want professors and interviewers to call you by a different first name? Take a minute now to verify or tell us your chosen/preferred first name by logging into [WatIAM](#).

Why? Starting in winter 2020, your chosen/preferred first name listed in WatIAM will be used broadly across campus (e.g., LEARN, Quest, WaterlooWorks, WatCard, etc). Note: Your legal first name will always be used on certain official documents. For more details, visit [Updating Personal Information](#).

- If you included a preferred name on your OUAC application, it will be used as your chosen/preferred name unless you make a change now.
- If you don’t provide a chosen/preferred name, your legal first name will continue to be used.

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

Intellectual Property

Students should be aware that this course contains the intellectual property of their instructor, TA, and/or the University of Waterloo. Intellectual property includes items such as:

- Lecture content, spoken and written (and any audio/video recording thereof);
- Lecture handouts, presentations, and other materials prepared for the course (e.g., PowerPoint slides);
- Questions or solution sets from various types of assessments (e.g., assignments, quizzes, tests, final exams); and
- Work protected by copyright (e.g., any work authored by the instructor or TA or used by the instructor or TA with permission of the copyright owner).

Course materials and the intellectual property contained therein, are used to enhance a student's educational experience. However, sharing this intellectual property without the intellectual property owner's permission is a violation of intellectual property rights. For this reason, it is necessary to ask the instructor, TA and/or the University of Waterloo for permission before uploading and sharing the intellectual property of others online (e.g., to an online repository).

Permission from an instructor, TA or the University is also necessary before sharing the intellectual property of others from completed courses with students taking the same/similar courses in subsequent terms/years. In many cases, instructors might be happy to allow distribution of certain materials. However, doing so without expressed permission is considered a violation of intellectual property rights. Please alert the instructor if you become aware of intellectual property belonging to others (past or present) circulating, either through the student body or online. The intellectual property rights owner deserves to know (and may have already given their consent).

Cross-listed courses

Please note that a cross-listed course will count in all respective averages no matter under which subject code it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science subject code.