

**MKT 7010 (G01) (3.0 CH)**  
**MARKETING MANAGEMENT**  
**FALL 2024**

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**TERRITORY ACKNOWLEDGEMENT**

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation. We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

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**INSTRUCTOR**

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Name:	Clayton Harapiak	Office Location:	Online
Phone:	204-474-9230	Office Hours:	TBA
Email:	Clayton.Harapiak@umanitoba.ca	Class Room:	Drake 115
		Class Time:	Monday 6:15PM – 9:30PM

**COURSE DESCRIPTION**

Within global enterprises, several different core operational functions participate in the design, development, manufacturing and sales of new products and services. The marketing department mediates the interactions between these core operational functions and the customer. The purpose of the course is to examine concepts related to marketing, sales and e-commerce in countries with different laws, political and economic environments, and cultures. Marketing management attempts to position an organization's products and services, brand and communications so they meet the needs and preferences of each target country or region. Marketing activities are designed to generate awareness and demand for the organization's offerings, and sales activities should convert awareness and demand into purchases.

**TEACHING PHILOSOPHY**

My teaching philosophy has incorporated many tenets of the "flipped learning" classroom, primarily using Internet Communication Technology (ICT) for sustainable development. Practical application of marketing theories and concepts to multi-national corporations, SME, and start-ups (via group or individual student projects) will assist students in enhancing their employment opportunities after graduation.

## COURSE OBJECTIVES

1. Discuss why Marketing is an important functional area in an organization.
2. Discuss what management professionals need to know about Marketing concepts.
3. Discuss how to use Marketing strategies to gain competitive advantage.
4. Apply decision making and critical thinking skills to evaluate case-based scenarios.
5. Apply course knowledge and skills to collaborate with colleagues using collaboration tools.

## COURSE FORMAT

This course will be involve in-person instruction. Classes will be during the scheduled class time. For recording attendance and class participation, you will be expected to remain during class time and exams

## COURSE MATERIALS

Textbook: Ferrell and Hartline *Marketing Strategy* 7<sup>th</sup> edition, Cengage Learning 2017 Print ISBN: 9780357039236, 0357039238; eText ISBN: 9781337655750, 1337655759. Videos, case studies, and

supplemental material will be provided by the instructor. ■

As classes will be delivered synchronously in classroom.

For exams, which will be administered via the Respondus Lockdown browser, you will need a device (computer or tablet; smartphone will not work) with one of the following operating systems:

- Windows 10, 8, or 7
- Mac OS 10.15 to 10.12, OS X 10.11, or OSX 10.10
- iOS: 11.0+ (iPad only)

## COURSE ASSESSMENT

Student progress will be assessed through:

Type of Evaluation	Percentage of Grade	Week
<b>Participation/Assignments</b>	<b>10%/15%</b>	Ongoing
<b>Group Project</b>	<b>30%</b>	<b>Due:</b>
Report	20%	13
Presentation	10%	13
<b>Midterm Exam</b>	<b>20%</b>	7
<b>Final Exam</b>	<b>25%</b>	14

## Evaluation Details

### Participation/Assignments

For recording attendance purposes, it is possible your instructor may require you to have your camera on during the entire duration of your class or part of it. Students are expected to attend and participate in all classes. Class participation means asking and answering questions and participating in discussions during class. Throughout this course, students will work in groups to present on a variety of topics from the readings and PPTs. Groups will be evaluated based on their presentation as well as their participation in other group presentations. Participation and assignments will have a maximum weighting of 25% of the final grade in the course. The final mark for participation will be calculated based on the individual marks assigned/circled beside each assessment criteria below.

<b>Participation</b>	<b>Mark</b>
Offers thoughtful and perceptive insight, asks good questions, and helps move discussion forward.	2
Minimally participates in class discussion and requires prompting by the instructor to participate more frequently.	1
Rarely participates in class discussions, and ignores prompts by the instructor.	0

<b>Focus</b>	<b>Mark</b>
Pays attention in class, listens attentively and respectfully to the instructor and other students, and respects all classroom rules, including appropriate electronic device usage.	2
Pays attention in class, but occasionally gets distracted by side conversations or online activities.	1
Is inattentive in class and gets easily distracted by side conversations or online activities.	0

<b>Professionalism</b>	<b>Mark</b>
Respects others, demonstrates self-control, and contributes to a positive classroom environment.	2
Respects others, but occasionally lacks self-control or engages in disruptive behaviours.	1
Disrespects others, lacks self-control, and/or disrupts class frequently.	0

<b>Preparedness</b>	<b>Mark</b>
Comes well-prepared for class, completes all required readings or homework, exhibits a strong knowledge of assigned readings, and has the necessary equipment and/or uniform.	2
Comes prepared for class, but occasionally does not complete all required readings or homework, and/or does not have the necessary equipment and/or uniform.	1
Rarely comes prepared for class, does not complete required readings or homework, and/or does not have the necessary equipment and/or uniform.	0

<b>Teamwork</b>	<b>Mark</b>
Actively participates in group work, meets group obligations, and respects all team members.	2
Participates in group work, but may not meet all group obligations or treat all members of the group equally or respectfully.	1
Neglects group obligations and assigned tasks, misses group deadlines, and/or disrespects individual group members.	0

<b>Work Skills</b>	<b>Mark</b>
Full attendance and on time each day	2
1- 2 missed days, with 1-2 late arrivals	1
More than 2 missed days, with more than 2 late arrivals	0
<b>Total Marks</b>	

## Group Project

### Objective

The team project is a marketing plan for a product or service of your choosing from your chosen organization. There will be 3-6 members per team. There will be time allocated during the last part of certain classes for teams to work on the projects. At this time the instructor will review progress and answer questions.

Each team will turn in a final report documenting their findings and analysis of the provided deliverables. The report will use a professional format (APA or Harvard Business Referencing), be no longer than 10 pages (excluding Title Page, Table of Contents, References, and Appendixes), and use references and in-text citations as applicable (1.5 line spacing).

The presentation should be minimum 10 slides and presentation time of 10 minutes utilizing color visual aids, followed by a 5 minute Q & A period. Before the presentation each team must submit a soft copy by email to the instructor. The projects reports must be submitted before the presentation date

### 2- Deliverables

The marketing plan should include the following:

1. **Executive summary**
2. **Market analysis** (i.e. market demographics, market growth, buyer behavior)
3. **Company analysis** (i.e. brief history, products/services, competitors)
4. **Marketing Mix** (i.e. 7 Ps)
5. **Competitive Advantage** (i.e. value, durability, inimitability of new product)
6. **Branding Strategies** (i.e. developing a strong brand)
7. **Organizational Culture** (i.e. Hofstede's framework; facilitators of innovativeness)
8. **Partnership Strategies** (i.e. types; benefits/risks)
9. **Marketing Research** (i.e. product, pricing, segmentation, distribution, promotion research)
10. **STP** (i.e. demographics, psychographics, etc.)
11. **Distribution Channels** (i.e. channel structure, length, exclusivity, etc.)
12. **Pricing Strategies** (i.e. price skimming, penetration, etc.)
13. **Consumer orientated sales promotion activities** (e.g. product advertisement)
14. **Conclusion and recommendations**
15. **Future work**

The written report will be due on December 7 at 11:00pm (Week 10). However, the final presentation will be due during the final class (Week 10). Each team must present their final results for 10 minutes plus Q & A session. All team members must present. There will be a Peer Evaluation of other team members' performance, and individual Team Evaluation of your own team members.

Students can work daily and incrementally on their group assignments, based on the progressive knowledge acquired until the final project. Each assignment for the group project will be completed in groups and each participant will adopt a different role for presentations. Students will be provided with information in class outlining the group project and expectations.

	% of Grade	A Format	B Language	C Explanation
Final Report	20%	5%	5%	10%
Final Presentation	10%	2%	3%	5%
Assignments	15%	5%	5%	5%
<b>TOTAL</b>	<b>45%</b>			

### Midterm Exam

There will be 1 Midterm Exam in this course consisting of multiple choice questions and long answer responses. The exam will take approximately 2 hours.

	Exam time	% of Grade	Marks	Multiple choice	Long-answer		
					Language	Comprehension	Conclusion
Midterm Exam	2 hours	20%	100	60	5	30	25

### Final Exam

The final exam will be up to 2 hours in duration and consist of multiple choice questions, case studies and long-answer questions.

	Exam time	% of Grade	Marks	Long-answer		
				Language	Comprehension	Conclusion
Final Exam	2 hours	25%	100	10	50	40

### GRADING SCHEME

Final grades are based on the student's weighted mark and performance relative to other students. The following are the **tentative** grade cut-offs

Cumulative Marks	Grade	GPA	Performance
90-100	A+	4.5	Excellent
80-89.99	A	4.0	Very Good
75-79.99	B+	3.5	Good

70-74.99	B	3.0	Satisfactory
65-69.99	C+	2.5	Marginal
60-64.99	C	2.0	Unsatisfactory
50-59.99	D	1.0	Unsatisfactory
49.99 and below	F	0.0	Unsatisfactory

These tentative cut-offs are subject to adjustment up or down depending on the relative performance of the current class compared to prior classes that have taken the course with the same instructor.

There will be peer evaluation and team evaluation for some group work.

**NOTE: Class attendance is required. Missing more than 20% of this course due to absence from lectures may result in a failing grade.** It is your responsibility to inform your professor, in advance if possible, of your absence and the reason for it:

- 1) if **medical**, self-declaration form must be submitted for an illness lasting 5 consecutive days or less <https://umanitoba.ca/governance/governing-documents-students#self-declaration-for-brief-or-temporary-student-absences>, no later than 48 hours after the end of the brief absence; a medical note from your physician must be submitted for an illness lasting more than 5 days;
- 2) if a **work commitment**, a signed letter on letterhead from your supervisor is required in advance, noting clearly the date(s) you must be away for your work commitment(s);
- 3) if for **student competitions**, an email from your Asper team coach must be received in advance indicating the dates you are away at competition.

The professor will then decide how to deal with the impact of the missed classes on your final grade.

### **ATTENDANCE POLICY**

Due to the course structure, attendance is mandatory for all classes. Participation marks will be deducted for missed classes, unless supporting corroborative documentation for absence is provided. In-class assignments will be graded at zero without supporting corroborative documentation for absence.

### **MISSED EXAM AND LATE SUBMISSION POLICY**

Students must attend all scheduled exams. Corroborative supporting documentation (e.g. physician note, etc.) must be provided for any missed exams, to schedule an alternative exam. All assignments are due by scheduled deadlines. Late assignments will not be accepted without supporting corroborative documentation.

### **ELECTRONIC DEVICE POLICY**

For this course, using a computer or smartphone with a camera/mic during class is necessary. Please obtain the permission of the instructor prior to audio/video-recording a lecture.

### **COURSE SCHEDULE**

Topics are subject to change at instructor's discretion and according to students' interest and progress.

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progress.

<p><b>1. Discuss the importance of Marketing Management.</b></p> <p><b>Assessment Tools:</b> <b>Assignments/Cases &amp; Comprehensive Final</b></p>	<p>1.1 Discuss marketing and customer satisfaction. 1.2 Explain core marketing concepts. 1.3 Discuss new marketing realities. 1.4 Identify the components of a marketing plan.</p>	<p>Chapter 1</p>
<p><b>2. Describe consumer behaviour and the means of achieving a “customer driven” business.</b></p> <p><b>Assessment Tools:</b> <b>Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>2.1 Discuss what influences consumer behaviour. 2.2 Discuss the buying-decision process. 2.3 Explain how marketers measure quality and customer satisfaction. 2.4 Discuss loyalty and customer relationship management (CRM).</p>	<p>Chapters 2</p>
<p><b>3. Apply the concepts of market segmentation, target marketing and positioning.</b></p> <p><b>Assessment Tools:</b> <b>Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>3.1 Identify the bases for segmentation. 3.2 Discuss how to evaluate market segments. 3.3 Discuss how to select market segments for targeting. 3.4 Discuss the process of developing a positioning statement. 3.5 Practice segmentation, targeting and positioning.</p>	<p>Chapters 5</p>
<p><b>4. Apply branding strategies for goods and services.</b></p> <p><b>Assessment Tools:</b> <b>Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>4.1 Discuss brand equity. 4.2 Describe how to build brand equity through brand associations. 4.3 Identify different branding strategies. 4.4 Develop a branding strategy.</p>	<p>Chapter 7</p>
<p><b>5. Determine strategies for developing new products and services that are consistent with evolving market needs.</b></p> <p><b>Assessment Tools:</b> <b>Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>5.1 Differentiate between products and services. 5.2 Discuss the process for new product creation. 5.3 Discuss the product life cycle and the impact of trends. 5.4 Identify a firm’s core market offering and strategy.</p>	<p>Chapter 4</p>

<p><b>6. Develop pricing strategies which take into account perceived value, competitive pressures, and corporate objectives.</b></p> <p><b>Assessment Tools: Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>6.1 Discuss pricing in a changing environment.</p> <p>6.2 Discuss customers and the psychology of pricing.</p> <p>6.3 Describe how to initiate and respond to price changes.</p> <p>6.4 Apply the process and strategies to set price.</p>	<p>Chapter 6</p>
<p><b>7. Develop strategies for the efficient distribution of products and services.</b></p> <p><b>Assessment Tools: Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>7.1 Discuss different marketing channels and value networks.</p> <p>7.2 Discuss conflict, co-operation and competition in channel relationships.</p> <p>7.3 Apply the principles of channel-design decisions.</p>	<p>Chapter 10</p>
<p><b>8. Apply ethics and social responsibility for marketing strategies</b></p> <p><b>Assessment Tools: Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>8.1 Discuss the role of ethics and social responsibility in marketing.</p> <p>8.2 Describe sustainable marketing and its importance.</p> <p>8.3 Apply major social criticisms of marketing.</p> <p>8.4 Discuss consumer activism and environmentalism, and how they affect marketing strategies.</p> <p>8.5 Describe principles of sustainable marketing</p>	<p>Chapters 8</p>
<p><b>9. Employ marketing research tools.</b></p> <p><b>Assessment Tools: Assignments/Cases, Marketing Plan &amp; Comprehensive Final</b></p>	<p>9.1 Discuss the importance of marketing research.</p> <p>9.2 Describe ways to gather market information through existing means.</p> <p>9.3 Discuss methods to gather first hand marketing intelligence.</p> <p>9.4 Use marketing research to develop a marketing plan.</p>	<p>Chapter 3</p>



<p><b>10. Develop a marketing plan for an existing or new product or service.</b></p> <p><b>Assessment Tools:</b> Marketing Plan &amp; Comprehensive Final</p>	<p>10.1 Discuss business and marketing goals.</p> <p>10.2 Describe business unit strategic planning.</p> <p>10.3 Develop a marketing strategy for a new or existing product.</p> <p>10.4 Develop a marketing plan.</p>	<p>Group Project</p>
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## ACADEMIC REGULATIONS AND STUDENT SERVICES

### HUMAN ETHICS APPROVAL FOR DATA COLLECTION

As part of coursework, if you will be collecting data from people who are not students in this class, you must obtain Human Ethics approval from the UofM's Research Ethics Board (REB) prior to data collection. This applies to data collection such as surveys, interviews, focus groups, experiments, video recording, etc., where a respondent is solicited for participation.

If the entire class will be working on the same project, your instructor will apply for human ethics approval from the REB. If individuals or small groups of students will be working on different projects, it is the responsibility of the students to obtain approval (only one group member needs to apply). Your instructor will tell you whether s/he will be or you need to. When in doubt, please talk to your instructor.

Instructions and forms to apply for human ethics approval can be found at:

<http://umanitoba.ca/research/orec/ethics/guidelines.html>

In most cases, you will be using the "Protocol Submission Form" which is under the "REB Forms - Fort Garry Campus" heading.

It can take up to six weeks to process human ethics applications and obtain approval. Therefore, plan early. Note that approval must be obtained prior to data collection and cannot be obtained during the data collection phase or retroactively. Violation can get you, your instructor, and the Asper School in serious trouble with the REB.

If you will be collecting data only from other students in the class, you do not need REB approval. If you have any questions, please contact [humanethics@umanitoba.ca](mailto:humanethics@umanitoba.ca) or your instructor.

### UNCLAIMED ASSIGNMENT POLICY

Pursuant to the FIPPA Review Committee's approved recommendations of August 15, 2007, all unclaimed student assignments will become the property of the faculty and will be subject to destruction six months after the completion of any given academic term.

## STUDENT SERVICES AND SUPPORTS

The University of Manitoba provides many different services that can enhance learning and provide support for a variety of academic and personal concerns. You are encouraged to visit the below websites to learn more about these services and supports. If you have any questions or concerns, please do not hesitate to contact your instructor or the Graduate Program Office.

For Information on...	...follow this link
Course Outlines, Year-at-a-Glance, Concentrations, Textbooks, VW Dates and Final Exams	<a href="#">Asper Graduate Student Resources</a>
Exam Rescheduling Policy - <i>Please refer to Missing a Test/Exam on page 18 of the MBA Student Handbook</i>	<a href="#">MBA Student Handbook</a>
Help with research needs such as books, journals, sources of data, how to cite, and writing	<a href="#">Library Resources</a>
Tutors, workshops, and resources to help you improve your learning, writing, time management, and test-taking skills	<a href="#">Writing and Learning Support</a>
Support and advocacy for students with disabilities to help them in their academic work and progress	<a href="#">Student Accessibility Services</a>
Copyright-related questions and resources to help you avoid plagiarism or intellectual property violations	<a href="#">Copyright Office</a>
Student discipline bylaws, policies and procedures on academic integrity and misconduct, appeal procedures	<a href="#">Academic Integrity</a>
Policies & procedures with respect to student discipline or misconduct, including academic integrity violations	<a href="#">Student Discipline</a>
Students' rights & responsibilities, policies & procedures, and support services for academic or discipline concerns	<a href="#">Student Advocacy</a>
Your rights and responsibilities as a student, in both academic and non-academic contexts	<a href="#">Your rights and responsibilities</a>
Full range of medical services for any physical or mental health issues	<a href="#">University Health Service</a>
Information on health topics, including physical/mental health, alcohol/substance use harms, and sexual assault	<a href="#">Health and Wellness</a>
Any aspect of mental health, including anxiety, stress, depression, help with relationships or other life concerns, crisis services, and counselling.	<a href="#">Student Counselling Centre</a>
Support services available for help regarding any aspect of student and campus life, especially safety issues	<a href="#">Student Support Case Management</a>
Resources available on campus, for environmental, mental, physical, socio-cultural, and spiritual well-being	<a href="#">Live Well @ UofM</a>
Help with any concerns of harassment, discrimination, or sexual assault	<a href="#">Respectful Work and Learning Environment</a>
Concerns involving violence or threats, protocols for reporting, and how the university addresses them	<a href="#">Violent or Threatening Behavior</a>

## ACADEMIC INTEGRITY

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I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any misconduct in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic misconduct under the heading "Plagiarism and Cheating." Specifically, acts of academic misconduct include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic misconduct. Because of the unique nature of group projects, all group members must exercise extraordinary care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur on a group project, all group members will be held jointly accountable, no matter what their individual level of involvement in the specific violation.

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic misconduct involving a graduate student (i.e. MBA, MFin, MScM, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.

### AI TOOLS

AI tools can be used to enhance learning and problem-solving skills, but they should not replace independent thinking and learning. Students must exercise critical thinking when

using AI tools and acknowledge their use in academic work. Prohibited uses include generating or completing academic work with AI tools without appropriate acknowledgement. Academic honesty is paramount, and students should accurately represent their individual effort and knowledge. Faculty will provide guidance on AI tool usage and incorporate discussions on AI ethics and academic integrity. Violations may lead to disciplinary actions, including academic penalties or suspension.

## FACULTY BIOGRAPHY

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I.H. Asper School of Business, The University of Manitoba

### **Clayton Harapiak**

Department of Business Administration, Accounting and Finance, Marketing  
I.H. Asper School of Business

Clayton Harapiak is an educator of technology management and business administration, leadership coach, and management consultant.

Clayton Harapiak completed his Advanced B.A. at the University of Manitoba. He entered graduate school at the University of Manitoba (M.A.), and later worked with leading scholars throughout Canada on a M.Sc., M.Ed., and Phd. At the University of Derby (UK), he completed his MBA specializing in Leadership. Clay has lectured at top-tier universities and colleges in Canada, USA, UK, and South Korea.

For over 15 years, he has delivered training and provided consultations for global multi-national corporations in electronics, banking, garment, pharmaceuticals, hospitality, IT industries and many more.