INSTRUCTOR

Name: Malcolm Smith, Ph.D.
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Class Time: G01: Tuesdays - 2:30 PM-5:45 PM; Rm. 103
G02: Thursdays - 6:15 PM-9:30 PM; Rm. 108
Office Location: 674 Drake Centre
Office Hours: Tuesdays 11:00 AM-12:00 noon
Thursdays 2:30 PM - 3:30 PM
or by appointment

COURSE DESCRIPTION

This course explores the marketing function and its importance to the organization. The course will focus on strategic and tactical issues related to market segmentation, positioning, targeting, product management, pricing, promotion, and distribution, both from a for-profit and not-for-profit perspective.

In this course, we will discuss the following: How marketing has evolved; marketing research; consumer behaviour; market segmentation; choosing a targeting strategy; designing the firm’s product, price, distribution, and promotion with an understanding of the firm’s resources and constraints.

This is the usually the first marketing course in an MBA program and is a required one at most universities—with good reason. Marketing is the major contact point of an organization with its customers. Anytime we buy a coffee at Tim Horton’s, test drive a Honda, fly Air Canada, see a Donate Blood ad, or use our VISA card to buy furniture at IKEA, we are directly or indirectly in contact with the marketing department of those organizations. Marketing forms the backbone of most organizations. The success and failure of organizations can often be traced to their marketing. Regardless of the department you work in or your area of expertise, it is important that business professionals have a strong understanding of marketing, because every employee in the firm has a role to play in it. The below quote sums this up very well:

"Marketing is too important to be left to the marketing department.”
– David Packard, Co-Founder of HP
AACSB Assurance of Learning Goals and Objectives.

The Asper School of Business is proudly accredited by AACSB. Accreditation requires a process of continuous improvement for the School and our students. Part of “student improvement” is ensuring that students graduate with the knowledge and skills they need to succeed in their careers. To do so, the Asper School has set the learning goals and objectives listed below for the MBA Program. The checked goal(s) and objective(s) will be addressed in this course and done so by means of the items listed next to the checkmark.

<table>
<thead>
<tr>
<th>Goals and Objectives in the MBA Program</th>
<th>Goals and Objectives Addressed in this Course</th>
<th>Course Item(s) Relevant to these Goals and Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strategic Thinking Students will think critically and creatively about solutions to organizational problems, considering short-term and long-term goals, resources, risks, and opportunities.</td>
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</tr>
<tr>
<td>A. Students are able to identify situations where strategic thinking is necessary.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>B. Students are able to identify different strategies.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>C. Students are able to perform a basic strategic analysis.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>D. Students are able to recommend strategic alternatives and their implementations.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>2 Global Perspective Students will adopt a global mindset in considering organizational decisions.</td>
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<td></td>
</tr>
<tr>
<td>A. Students have an awareness of global diversity, and multicultural awareness.</td>
<td>✓</td>
<td>Chapter 21</td>
</tr>
<tr>
<td>B. Students have an awareness of different global perspectives.</td>
<td>✓</td>
<td>Chapter 21</td>
</tr>
<tr>
<td>C. Students have been exposed to global business environments through course materials</td>
<td>✓</td>
<td>Chapter 21</td>
</tr>
<tr>
<td>3 Ethical Mindset Students will consider ethical and moral issues when analyzing and recommending solutions to organizational problems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Students demonstrate an understanding of the responsibility of business in society.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>B. Students demonstrate an understanding of ethical decision making.</td>
<td>✓</td>
<td>Case Analysis</td>
</tr>
<tr>
<td>C. Students demonstrate moral development in ethical decision making.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Students demonstrate an understanding of the responsibilities of a leader’s role as it relates to ethics.</td>
<td></td>
<td></td>
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<tr>
<td>4 Quantitative and Financial Proficiency Students will demonstrate the ability to approach organizational issues using quantitative and financial analysis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Students are able to identify that a problem containing a quantitative aspect exists.</td>
<td>✓</td>
<td>Case Analysis &amp; Chapter 22</td>
</tr>
<tr>
<td>B. Students are able to apply financial methodologies in the answering of business questions.</td>
<td>✓</td>
<td>Case Analysis &amp; Chapter 22</td>
</tr>
<tr>
<td>C. Students are able to demonstrate a basic financial proficiency in understanding the role and flow of money in an organization.</td>
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<td></td>
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<tr>
<td>D. Students are able to interpret the results of a financial analysis.</td>
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</table>
**COURSE OBJECTIVES**

Additionally, this course is designed to introduce you to the discipline of marketing and help you realize that it is *much more than just advertising and selling*. While it will not make you a marketing expert, this course will give you enough knowledge to become a better marketer, not to mention make you a smarter consumer as well. From an academic standpoint, it will provide you with the necessary foundation to comprehend material in any marketing electives you might take later.

The major objectives of this specific course are to:

1. Help you understand the importance and role of marketing in business.
2. Introduce you to the terminology and concepts in marketing.
3. Give you hands-on experience in preparing a Marketing Plan for an organization.

**COURSE MATERIALS**


Case Studies available at the University Bookstore.

The textbook has 22 chapters and over 800 pages. Attempting to cover all the material in ten classes will be information overload. Therefore, we will concentrate on some of the most important aspects.

**COURSE FORMAT**

Classes will include lectures and active discussions that will introduce you to the concepts and strategies in marketing. This component is intended to build your marketing knowledge base. To build your marketing-related analytical abilities, we will discuss some cases—decision-making situations faced by companies. You are expected to come to class having thoroughly read the case and having taken a shot at analyzing the situation and making a decision recommendation.

**COURSE ASSESSMENT**

There will be four major components to the grading:

- Written Exam (in-class) .......................... 35%
- Marketing Plan (group work; due Dec 12) ...... 30%
- Individual Case Write-Up .......................... 20%
- Participation .......................................... 15%

Total .................................................. 100%
### Cumulative Marks

<table>
<thead>
<tr>
<th>Cumulative Marks</th>
<th>Grade</th>
<th>GPA</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A+</td>
<td>4.5</td>
<td>Excellent</td>
</tr>
<tr>
<td>80-89</td>
<td>A</td>
<td>4.0</td>
<td>Very Good</td>
</tr>
<tr>
<td>75-79</td>
<td>B+</td>
<td>3.5</td>
<td>Good</td>
</tr>
<tr>
<td>70-74</td>
<td>B</td>
<td>3.0</td>
<td>Satisfactory</td>
</tr>
<tr>
<td>65-69</td>
<td>C+</td>
<td>2.5</td>
<td>Marginal</td>
</tr>
<tr>
<td>60-64</td>
<td>C</td>
<td>2.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>50-59</td>
<td>D</td>
<td>1.0</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>Below 50</td>
<td>F</td>
<td>0.0</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

**NOTE:** Class attendance is required. Missing more than 20% of this course due to unexcused absences may result in a failing grade. It is your responsibility to inform your professor in advance of your absence and the reason for it (medical documentation or employer note if away for a work commitment) is required. The professor decides how to deal with the impact of missed classes on your final grade.

### Written Exam

The exam scheduled during class hours will consist of 3 or 4 long-answer questions. Please note that in the event you will have to miss the exam for a valid reason, you have to complete the formal paperwork through the MBA Office, without which a makeup exam cannot be given.

### Case Write-Up

Each student will submit a written case analysis as part of her/his grade. An analysis for any one (1) of the four (4) cases assigned for the course may be submitted. Two (2) copies of the written case analysis are to be submitted before the beginning of class. Each student will hand in a hard copy for grading. The other will be in electronic form (e-mailed to my email account) which will be used for my future reference to compare against future submissions should I choose to use the same case in this or another course. These are due at the beginning of the class on the date specified on the class schedule. **Late case assignments are not accepted.**

### Marketing Plan

In the corporate world, you will often work in groups or teams to work on projects or prepare reports. In this course, on a group basis, you will utilize all that you learned in the course to write a detailed marketing plan for a small business or a not-for-profit organization. Details of what is expected in the plan will be explained in class.

### End-of-Term Peer Evaluation

Although the Marketing plan is group work, each member's grade will be adjusted to reflect individual contribution through a confidential peer evaluation at the end of the term. Make sure you are a team-player throughout the term!

### OUT-OF-CLASS COMMUNICATION

I will be posting PowerPoint slides and other class-related files on UM Learn, which can be accessed using your UofM e-mail login (MKT 7010 will appear under the course list upon login). I will be posting most files under the Lessons tab. Any announcements outside of class will be sent by e-mail from UM Learn. Since that mail goes to your UM Learn mail inbox by default (not your UofM mail inbox), please check your UM Learn mail regularly or have it permanently
forwarded to your regular e-mail account by using the forward feature (available under Mail Preferences). Remember to put the UM Learn-forwarded mail in the Safe List of your other e-mail account, as it could end up in the Junk/Spam Mail folder otherwise.

**ATTENDANCE**

Students are expected to attend every class. In the event you have to miss a class, arrive late, or leave early, please inform me in advance, as you are expected to do in the business world.

**ELECTRONIC MOBILE DEVICES AND OTHER CLASSROOM EXPECTATIONS**

You are welcome to use your laptop or tablet in class for taking notes. However, please refrain from checking your e-mail.

Students are expected to conduct themselves in a professional manner in the classroom. The following behaviours will not be tolerated:

- Browsing the internet.
- Cell phone usage
  - Cell phones that ring or vibrate – if one does ring, I will answer it.
  - Sending or reading messages.
  - Taking photographs with a cell phone without prior permission.
- Being late for class on a regular basis.
- Sleeping in class.
- Reading materials that are not part of this course (e.g., materials for other courses, newspapers, magazines.
- Listening to MP3 players or other such devices.
- Constantly chatting with other students.
- Being loud and/or disruptive.

**ACADEMIC REGULATIONS**

**STUDENT SUPPORT RESOURCES AND ACADEMIC POLICIES**

For a list of free Academic and Mental Health support services please refer to the “Student Support Resources and Academic Policies” PDF found on our website: [http://umanitoba.ca/faculties/management/programs/graduate/mba/media/Schedule-A-ROASS.pdf](http://umanitoba.ca/faculties/management/programs/graduate/mba/media/Schedule-A-ROASS.pdf)

**STUDENT ACCESSIBILITY SERVICES**

Students are encouraged to contact Accessibility Services at 474-6213, or the instructor, should special arrangements need to be made to meet course requirements. For further information please visit [http://umanitoba.ca/student/saa/accessibility/](http://umanitoba.ca/student/saa/accessibility/)
EXAM RESCHEDULING POLICY

Students are expected to write ALL exams with their classmates at the scheduled exam time. Requests for final exam rescheduling must be referred to the Graduate Program Office (rescheduling of midterm tests is overseen by individual instructors). Please refer to Missing a Test/Exam on page 14 of the MBA Student Handbook for further information:


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.

COPYRIGHT REGULATIONS

All students are required to respect copyright as per Canada’s Copyright Act. Staff and students play a key role in the University’s copyright compliance as we balance user rights for educational purposes with the rights of content creators from around the world. The Copyright Office provides copyright resources and support for all members of the University of Manitoba community.

Visit http://umanitoba.ca/copyright for more information.

NOTE: Plagiarism or copying another student’s work will be dealt with severely. See “Academic Integrity” Statement at the end of this course syllabus.
<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Chapters</th>
<th>Case</th>
</tr>
</thead>
</table>
| 1       | Sept 27/Sept 29  | • General Introduction  
            • Defining Marketing for the 21st Century  
            • Financial Analysis for Marketing  
            • Case Analysis                        | 1        |      |
| 2       | Oct 4/Oct 6      | • Collecting Information and Forecasting Demand  
            • Conducting Marketing Research          | 3 & 4    |      |
| 3       | Oct 11/Oct 13    | • Analyzing Consumer Markets  
            • Analyzing Business Markets              | 6 & 7    |      |
| 4       | Oct 18/Oct 20    | • Identifying Market Segments and Targets                             | 8        | Case 1|
| 5       | Oct 25/Oct 27    | • Crafting the Brand Positioning  
            • Competitive Dynamics                    | 10 & 11  | Case 2|
| 6       | Nov 1/Nov 3      | • Setting Product Strategy  
            • Developing Pricing Strategies            | 12 & 14  | Case 3|
| 7       | Nov 8/Nov 10     | • Designing & Managing Integrated Marketing Channels  
            • Managing Retailing, Wholesaling and Logistics | 15 & 16  | Guest Speaker|
| 8       | Nov 15/Nov 17    | **In Class Exam**  
            • Designing & Managing Integrated Marketing Communications | 17       |      |
| 9       | Nov 22/Nov 24    | • Integrated Marketing Communications cont’d  
            • International Marketing                 | 17 & 21  | Case 4|
| 10      | Nov 29/Dec 1     | • Managing a Holistic Organization for the Long Run                   | 22       |      |

Dec 12

**Marketing Plan Due To Instructor**

**Dr. Smith reserves the right to change this class schedule is required**
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 dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty 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 dishonesty. 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 dishonesty involving a graduate student (i.e., MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.
Malcolm Smith
Department of Marketing
I.H. Asper School of Business

Dr. Malcolm Smith is a past Associate Dean and past Head of the Department of Marketing at the I.H. Asper School of Business. He teaches courses in Introductory Marketing, Consumer Behaviour, and Marketing Research at the undergraduate and graduate level as well as a “capstone” Marketing Management case-based course to undergraduate Marketing students. The focus of his research is marketing to older adults, and in particular, age-related differences in memory for advertising. His research has been presented at numerous national and international conferences, and published in various texts and such journals as the Journal of Marketing, Journals of Gerontology: Psychological Sciences, Journal of Business Research, Psychology and Marketing, the Annals of Tourism and the Journal of Tourism Research.

Dr. Smith was Associate Dean (Research and Graduate Programs) in the Asper School from 1999-2004, and his term as Department Head was from 2009-2014. He has been a visiting professor at the L'viv Institute of Management (Ukraine), the University of Oregon, and Thammasat University in Bangkok, Thailand. Dr. Smith was also the Director of the Asper School’s International Student Exchange Program from 2004-2007.

Dr. Smith received his B.Sc. (Hons.) and MBA from Queen’s University in Kingston, Ontario, Canada and his Ph.D. from the University of Oregon in Eugene, Oregon, USA.