



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 4208 A
WINTER 2022
MARKETING MANAGEMENT
LAST REVISED DECEMBER 14, 2021**

Instructor: Dobrila Rancic Moogk

Office: TBC

Office Hours: In person, following the current COVID-19 restrictions, by phone or Zoom. Please email to make an appointment.

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Phone Number: TBC

Teaching Assistant: TBC

Office Hours: TBC

Email: TBC

Modality: *HyFlex (ALL hrs synchronous)

Course meets: LA C264, Tuesdays, 11:35 am – 2:25 pm

Important note:

Video conferencing tool: classes will be available virtually in the scheduled time slot using the Zoom platform.

Time zone: all deadlines, due dates, and class times are set in Eastern Standard Time (EST). If you are in another time zone you are responsible for making the adjustment to EST.

Course Calendar Description from the 2021/2022 University Calendar:

In depth analysis and applications of the managerial aspects of marketing. Marketing strategy development and implementation theory and practice.

Course Prerequisites: Third-year standing, BUSI 2208 and one of BUSI 3205 or BUSI 3207 with a grade of C or higher in each.

The Sprott School of Business enforces all prerequisites.

Course Description & Learning Outcomes:

This course is designed to expand on what you have learned so far about marketing. It will prepare you for developing and implementing marketing strategy as a marketing manager or an entrepreneur. You will be given an opportunity to:

- **Learn about and apply cutting-edge marketing strategy development and implementation, with focus on digital marketing.** You will develop a strong sense of how and why strategic marketing planning helps organizations deliver superior value to both customers and shareholders.
- **Sharpen your decision-making skills.** You will acquire an ability to select the most appropriate strategy for the organization within its environment, and translate it into an implementable and profitable action plan by choosing the most relevant digital marketing techniques.
- **Practise professional (consulting) communication.** Your written assignments and oral presentations should be of professional caliber, *delivered with sensitivity* to the receiving party, your classmates, a local small business or nonprofit organization.
- **Set yourself on a career path as an entrepreneur or a marketing/sales professional** in a range of industries, including high-tech, government, not-for-profit, etc.

Reading(s)/Textbook(s)/Required Resources:

You are not required to purchase a formal textbook for this course. Resources will be posted to Brightspace on an as needed basis throughout the term.

You need a reliable internet connection and a microphone/speaker/webcam on your laptop, desktop, or phone in order to participate in class remotely.

Important note: This course will be delivered as a series of workshops that will incorporate introduction to several digital marketing tools. Bringing your laptop to classes will be invaluable to your learning and getting familiar with the tools. A laptop will be required for your in-class mid-term.

Materials on Reserve at MacOdrum Library:

This course is designed based on the assumption that you have a good grasp of basic marketing theory. If you find that you need to refresh your knowledge, you can consult any introduction to marketing textbook. For your convenience, a copy of the Kotler, Armstrong, Cunningham and Trifts, Principles of Marketing, has been placed on reserve.

Course Norms:

Use of Brightspace

The course Brightspace website contains all the pertinent course information. This site will be the primary source for course announcements and distribution of materials including assignments, supplemental readings, etc. Grades will be posted to Brightspace as soon as they become available.

Email Policy

In keeping with Carleton University policy, your @cmail or @carleton email account must be used for any enquiries which involve confidential student information (e.g., about grades or health issues). I will endeavor to answer your emails within 48 hours; you should not expect an immediate response. Please use the Brightspace course discussion group to ascertain whether your classmates can assist you.

Cellular Phone Usage

Please make sure that your phone is turned off during in-person classes. If an emergency situation requires you to keep your cell phone turned on, please discuss this with me prior to the in-person class. **Under no circumstances may you use your phone or computer to record lectures. You must have prior written consent to take photos/video during the class.**

Course Requirements & Methods of Evaluation:

Summary of Evaluation Components

Your grade for this course will be computed from the following:

○ Class Contribution		10%
○ Mid-term		30%
○ HubSpot Inbound Marketing Certification		10%
○ HubSpot SEO Certification		10%
○ Group Outbound Marketing Cadence		15%
○ Group project		
Presentation	10%	
Report	15%	
Group project total		25%
Total		100%

Class Contribution

This part of the evaluation will assess the *quality* of your in-class contribution over the course of the term. Your contribution may include sharing examples from your experience, asking insightful questions, presenting a point of view, or drawing conclusions. Questions and comments during final project presentations and guest speaker presentations will be particularly valued.

The quality of your course experience will be directly related to the quality of the in-class contributions – please make every effort to share your thoughts, ideas, experiences, and questions with your colleagues. Coming to class alone will earn no class contribution marks as it is not an attendance mark. For additional notes on attendance, please see below.

Mid-term Exam

The mid-term exam will take place in the regular class time, on **February 15, 2022**. It will be a content development exercise to be implemented on a CMS. You will need a laptop to do your work. Details to follow in class.

HubSpot Inbound Marketing Certification

Building on the course learnings, you will pursue the HubSpot Inbound Marketing Certification, as per <https://academy.hubspot.com/courses/inbound-marketing>. After completing the related on-line courses (about 4 hours of videos) you will take the exam (1 hour long) on your own.

The goal of this assignment is to give you an opportunity to go into the workforce with the official HubSpot Inbound Marketing certification. As per HubSpots's requirements, you need to obtain 75% to pass this exam, and achieve certification. You can redo the exam as many times as you like – it unlocks 12 hours after the previous attempt. However, I will accept as a passing grade any result of 50% and above. **You will provide the proof of the completion of this assignment via Brightspace prior to the end of term, April 12, 2022.**

HubSpot SEO Certification

Also, you will pursue the HubSpot SEO Certification, as per <https://academy.hubspot.com/courses/seo-training>. After completing the related on-line courses (about 2.3 hours of videos) you will take the exam (1 hour long) on your own.

The goal of this assignment is to give you an opportunity to go into the workforce with the official HubSpot SEO certification. As per HubSpots's requirements, you need to obtain 75% to pass this exam, and achieve certification. You can redo the exam as many times as you like – it unlocks 12 hours after the previous attempt. However, I will accept as a passing grade any result of 50% and above. **You will provide the proof of the completion of this assignment via Brightspace prior to the end of term, April 12, 2022.**

Group Assignments (aim for teams of 4-5)

As part of the course, you will find a small business or not-for-profit organization to work with. It can also be your own business venture. The group assignments consist of an outbound marketing cadence exercise, and a group project. The group project consists of a presentation and a report. Your team will be providing your group project work back to the firm or organization.

Outbound Marketing Cadence

Early in the course we will introduce a concept of outbound marketing and bring it to life with the most up-to-date techniques and tools. Outbound marketing cadence typically consists of a series of emails, phone calls, voice mails, etc. that is delivered via CRM tools.

In this group assignment, your team will design a sequence of three e-mails for a target persona. The target persona will be representative of the target market for your group project business/organization. Your team will program the cadence in a CRM we will setup for the course, and collect the campaign analytics. This may require your team to set a project landing page on the course CMS website. Your group report will include the contents of the campaign, the analytics, the discussion of the results, and proposed future improvements. **This report is due via Brightspace at the beginning of the class on March 1, 2022. In the same class, your team will deliver an up-to 5 min presentation of your report,** for the purposes of in-class sharing and learning.

Group Project Marketing Plan

For the second assignment, your group will prepare a marketing plan for a small business or not-for-profit organization. This marketing plan will have a special focus on the digital marketing strategy and tactics, including the marketing tech tool stack, you will recommend. Please refer to the grading rubric posted on Brightspace for detailed instructions on how to complete this assignment.

This assignment is due via Brightspace by 12 pm / noon on April 12, 2022. To receive the marks for the report, you need to email the report to your partner organization, copying the instructor.

Group Project Presentation

Your group will design and deliver a 20-minute presentation of the group project to inspire about 5 minutes of Q&A. You are encouraged to invite someone from your partner organization to attend and give you feedback. Think of this as an opportunity to use your partner organization's and classmates' feedback as a means of improving your final report and recommendations – I will pay particular attention to this when grading your reports. The presentations will take place in class, on **March 29 and April 5, 2022**. A grading rubric for the presentation will be posted on Brightspace.

Attendance

Attendance for the two classes when the group project presentations are delivered is mandatory. Failure to attend class or leaving early without prior permission on these days will result in a **2% penalty per class**. This will be applied to the class contribution portion of your course grade.

If you are not able to attend due to illness, please ensure that you submit the appropriate medical certificate at the next class/within a week. Since the presentation represents part of the group's grade, your group should decide how to deal with members who cannot contribute during the presentation. If you are a member of a team representing Carleton or Sprott, and are not able to attend the presentations due to a team commitment, your coach can provide documentation via email to my address indicated above. Note that this person cannot be another student.

INFORMATION ON GROUP ASSIGNMENTS

The intent of group assignments is to provide an opportunity for students to practice managerial skills as well as learn from each other in a setting that more closely approximates the workplace. Group work does NOT consist of dividing the assignment up into parts to be completed by individuals and then be thrown together into one document the night before the assignment is

due. Especially in a course that emphasizes professional practice standards this is not recommended. The report should flow as one piece of writing, not a collection of individual styles. Since you are considered to be working on the entire assignment together, you are all jointly and individually responsible for any infractions of academic integrity. This means that if one of you plagiarizes or fails to cite sources properly, all of you will receive the same penalty. You do not have recourse to the excuse that you personally did not complete that portion of the assignment.

Further, since you are preparing for careers as managers, I expect you to be able to manage your group process in a professional manner. You are responsible for the hiring (and possible firing) decisions that you and your group make. When you make your group contract you should take these matters into account. Sprott has a number of resources available to help you manage your group process.

Please note that all assignments are to be handed in during the first half hour of class on the date stated in the course outline. **Late assignments will be penalized at the rate of 5% per day.**

Course Schedule:

Tentative class schedule

Date	Class focus	Deliverable (soft/hard)
Week 1 Jan 11	Course Introduction Selection of groups, projects	
Week 2 Jan 18	Class Topic: Inbound marketing, CMSs, analytics	
Week 3 Jan 25	Class Topic: Outbound marketing, CRMs, email cadence	Landing page (if needed) for the Group Outbound Marketing Cadence project
Week 4 Feb 1	Class Topic: Content marketing, blogs, social platforms	Group Outbound Marketing Cadence programmed
Week 5 Feb 8	Class Topic: SEO	
Week 6 Feb 15	Mid-term	
Week 7 Feb 22	Reading Week – no classes!	
Week 8 Mar 1	Outbound Marketing Cadence group presentations Class Topic: Lead generation optimization	Outbound Marketing Cadence group report due
Week 9 Mar 8	Class Topic: Branding Guest speaker, tentative	
Week 10 Mar 15	Class Topic: Public relations Guest speaker, tentative	
Week 11 Mar 22	Class Topic: Events Guest speaker, tentative	
Week 12 Mar 29	Group Project Presentations	
Week 13 Apr 5	Group Project Presentations Course Wrap Up	
Week 14 Apr 12	No class Apr 12	Final Group Project due* HubSpot Inbound Marketing and HubSpot SEO certification results due

* The final project is due on April 12, but please note there is no class. This date allows for all groups, even those presenting on the last day, to incorporate feedback from the presentation into their final report for both the professor and the partner organization.

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

Contribution to Learning Goals of the Program (BCom, BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
B15 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				

Additional Information

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
 - All final grades are subject to the Dean’s approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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