Instructor: Paul L. Sauer
Contact Information:
MKT 201A&D Principles of Marketing
Phone: 888-2631
Fall Semester 2015 -- 3 credit hours
E-mail: sauer@canisius.edu
Class meets: Monday & Wednesday
Office: Churchill Tower 402
(Section 201D) 1:00 to 2:15 p.m.
Office Hours: M, W 10:00 to 11:15 a.m.
(Section 201A) 3:00 to 4:15 p.m.
and by appointment

REQUIRED TEXTBOOKS


- *MKTG* textbook online website – Online version with supplementary material is found online at *MKTG*

- LINKS Marketing Simulation [http://www.LINKS-simulations.com/MP/index.htm](http://www.LINKS-simulations.com/MP/index.htm) requires a fee of $41 is to be paid directly to LINKS through their website by each and every individual team member. (Failure to pay will result in a grade of 0 for the LINKS project, which is worth 475 of the 1000 points in the course.)

RECOMMENDED READING

The following sources are useful in completing the “Marketing Topic Discussion” assignment discussed later in this syllabus.

- Marketing current news and information found through the *Marketing* textbook website.
- National business newspapers such as *Wall Street Journal* and *Barrons*, and business periodicals such as *Fortune*, *Forbes* and *Business Week*.
- Business section of local newspapers (*Buffalo News*) and local business newspapers such as *Business First*

LEARNING GOALS

This course is designed to help students achieve one or more College Core, Business Program and/or Major level learning goals and objectives. You can see the specific College, Program or Major level learning goals and objectives associated with the course from this page on the College website: [http://bit.ly/bcoreLG](http://bit.ly/bcoreLG)
Course Specific Learning Goals

Have an understanding of:
1. What is Marketing.
2. Strategic Planning for Competitive Advantage.
3. Ethics and Social Responsibility.
8. Segmenting and Targeting Markets.
9. Marketing Research.
11. Developing and Managing Products.
12. Services and Nonprofit Organization Marketing.
13. Supply Chain Management.
14. Marketing Channels.
15. Retailing.
16. Marketing Communications.
18. Personal Selling and Sales Management.
19. Social Media and Marketing.

Communications – D2L & GoToMeeting

Teacher-student communication in this course is conducted not only during class meetings and office hours, but also through the use of online Internet software supported by Canisius College, namely D2L, accessed at http://D2L.canisius.edu. Please check D2L regularly for updates to the syllabus, the course schedule, and other course related matters.

Working on team projects can be difficult, especially when team members’ schedules make it difficult to physically meet. Increasingly new software developments, notably in the realms of social media and cloud computing, are enabling virtual collaboration between team members who cannot physically meet to work on a project. While you are free to use any media you wish to use to communicate and collaborate with your team members on the LINKS project, there are two Canisius software offerings you should find very useful for virtual collaboration on LINKS.

1. Team-oriented communication features of D2L such as team chat rooms and team discussion boards and discussion threads may be helpful in your LINKS team project. Each team will have restricted team intra-communication privileges that members of other teams cannot view set up D2L.
2. This past summer Canisius has adopted and implemented Citrix GoToMeeting software. GoToMeeting now offers us a new ‘student room’ feature. Please sign up if
you have not already done so. Please sign up for your own GoToMeeting accounts now at: http://www.canisius.edu/gotomeeting.

COURSE DESCRIPTION

This course provides participants with an overview of the marketing institutions and functions of marketing in the economic, socio-cultural and political-legal environments. A computerized market simulation (LINKS) is used to provide you with an understanding of the dynamics of decision-making only found in a real-world type marketing environment.

PREREQUISITE COURSES

See Canisius Undergraduate Course Catalog for the most up-to-date prerequisite course information. In addition, it is strongly recommended that you have completed core business courses in financial accounting, microeconomics and calculus.

COURSE OBJECTIVES

- To discover how marketing affects the lives of participants as consumers.
- To demonstrate how to relate marketing to the student's own major or field of interest.
- To understand the diversity of the marketing environment, and the environmental impact on marketing decisions.
- To understand the nature of customer needs and demands, the dynamics of market behavior, the general structure of marketing plans, and the role of product, promotion, place, and pricing decisions in the strategic planning process.
- To be able to apply marketing concepts, analytical skills, and various technologies to specific problems in a way that includes an ethical understanding of the consequences of marketing decisions and subsequent actions.
- To develop a sense of the global nature of marketing today and the multicultural aspects of designing effecting marketing strategy.
- To develop communication skills – both oral and written.
- To improve your ability to deliver effective oral presentations.
- To work effectively in teams and develop a sense of team leadership.

LEARNING STRATEGIES

TEXTBOOK READINGS & WEBSITE

You are expected to read each textbook chapter prior to the class meeting for which it is assigned -- see COURSE SCHEDULE. Be prepared to ask and answer questions from the text on the scheduled date. Tests will be based upon material from the text, lectures, and cases, so it is important for you to keep up with the reading and homework.

Your MARKETING textbook provides excellent supporting material – cases, videos, flash cards -- for this course through the textbook website: MKTG9. Some of this material will be used during classes to provide a basis for discussion and student participation. Other material
such as a sample marketing plan will be useful in completing your assignments. Sample test questions similar to those on your exams are also found at the textbook website and will help in preparation for midterm exams and the final exam.

ATTENDANCE POLICY AND CLASS PARTICIPATION

All students are expected to attend every class session, prepare all homework assignments, pre-read every chapter, obtain a Canisius network account, and actively participate in the team project. Student interaction and involvement is encouraged. I will call upon each of you from time to time to contribute. In addition, you are free to make comments and ask questions at any time during the class. Grading of class participation will be based on a plus-minus system in which students receive a plus for substantive contributions and a negative for inaccurate or meaningless contributions or are absent.

It is important that you arrive on time and not leave early, as late entrances and early exits are disruptive and inappropriate. Role will be taken by my calling on individuals during class to respond verbally to questions concerning the topics being covered that day in class. If you have a verifiable university-sanctioned reason for missing class, such as illness, death, field trip, military obligation, or religious holiday, please speak with me as soon as possible. Otherwise, I do not accept late work.

Marketing topic discussion

To enhance in-class discussion, each student will be required to present a recent marketing strategy decision that is in the news and discuss the soundness of that decision. Students who are able to engage other students in a discussion will benefit by such action in terms of generating class activity. A good way to think about this is to consider the 4Ps as categories of marketing strategy. Examples include: 1.) product – launch of Apple Watch; 2.) price – Netflix increase in prices; 3.) distribution – opening smaller Best Buy Mobile stores; 4.) Promotion – banning neon signs by local communities. See RECOMMENDED READINGS section of syllabus for good sources of news about recent marketing strategy decisions.

LINKS – TEAM PROJECT

The LINKS simulation enables you to apply the marketing principles and concepts presented in your textbook and discussed in class, and to develop decision-making skills in a dynamic competitive environment simulating the real world. The simulation involves global competition for product sales and market share. There are eight decision periods distributed throughout the latter part of the semester. You will make decisions as a company managerial team. Your company team of students will operate a company making marketing decisions each decision period. You are free to give your company any name you wish. You may also designate members of your team as specific corporate officers – C.E.O., C.F.O., etc. -- assigned to various leadership positions.
Marketing decisions for the game will be due as shown on the course schedule. Do not submit the decisions directly to me, rather, **submit all decisions directly through the LINKS Internet website**. The LINKS website will provide the **results of your decisions directly to you** within 10 minutes after the time deadline for submitting decisions has passed. You will receive both a text as well as Excel version of the decision period results. Your company will then be responsible for reading the results and submitting your next decision by the dates shown in the Course Schedule.

**LINKS: FORMING TEAMS AND COMPANIES**

**Teams and Team Leaders**

Students will be assigned to a team (company) for LINKS. Because Principles of Marketing is required of all business majors, assignment of students to teams is designed as best possible to balance the diversity of student majors and backgrounds. Although course drop-and-add and/or withdrawals during the course may require some companies to adjust to fewer managers, in general the company members will remain together for the remainder of the semester. Working in a company can be both difficult and rewarding. It is often difficult to manage the various personalities and equitably distribute the work. Schedule regular weekly meeting and distribute work fairly. Developing the necessary skills to work productively with members of your company is a goal of this class.

Each team is required to **elect a team leader** who will serve as CEO. The team leader will be responsible for managing the decision entries every decision period. From time to time the team leader may be the team representative who meets with me to discuss progress in LINKS.

**Team Member Termination Policy**

Each team is required to **submit a one-page termination policy by Monday September 21**. Because LINKS requires a high level of student interaction and involvement in the team planning and decision making process, your team (company) must develop ground rules regarding such issues as roles and requirements of team members, how to resolve decision conflicts, and the basis for which a team member may be fired from the company.

If there are problems with cooperation of company members, consult with me as soon as you realize the problem. Do not hesitate. Action will be taken immediately to insure that your company runs effectively. If lack of participation is observed during the early part of the semester, the student will be warned. If lack of participation persists, the delinquent team member will be dropped from the team.
Peer Evaluations:

At the end of the semester each company member will rate the cooperation and performance of your company’s other members of their team on PEER Evaluation forms. Team PEER evaluations will be used to reduce grades on LINKS assignments of any member who fails to fully participate in company decision-making, report writing and other team efforts.

LINKS: PERFORMANCE

The grading for the Performance in LINKS will be based on the performance score obtained after 8 decision periods (note the Key Performance Indicators <KPI>). The game provides feedback in the form of income statements, balance sheets, and marketing research reports. To improve your company’s performance you need to effectively utilize the feedback you receive from LINKS. Effective use of the feedback requires reflective thinking and accurate application of analytical skills. A key to achieving a good performance score regards the sustainability of market advantage over competitors. This requires monitoring competitors by effectively utilizing using financial and marketing research reports.

To get off to a good start and improve performance during the semester, you need to look over the game instructions and understand the nature of your decisions and how the game functions. A participant’s manual is available for free from the LINKS website. In addition there is a self-administered online quiz as well as tutorials such as “how to improve forecasting” available at the LINKS website.

LINKS: WRITTEN FINAL REPORT

Use your first two assignments requiring development of a marketing plan to assist your team in formulating your final report. To prepare to compile your final report that will be due at the end of the semester, you will also need to keep records of the output from LINKS for each decision period plus your decisions in a spreadsheet. LINKS provides output in Excel spreadsheets to assist you – for samples see Excel Results and Excel Results Briefing at LINKS Sample Output. It is also important to keep a log of your decisions for each period and a diary of the issues discussed for each decision and how you arrived at that decision.

Using your Excel Results spreadsheet as a starting point, you will want to include data from your decisions and related data as a supplement to data in your income statement and balance sheet, plus. Use columns in your spreadsheet for decision periods. For example use the first column in your spreadsheet to list the names of the data elements that you will be entering, and the first row of your spreadsheet to list the decision periods. As the semester progresses and you become more adept at making decisions, you will want to fine tune your decision making process by utilizing various analytical techniques such as that you have learned in this course and in other business school courses, some of which will be discussed during the course. Reflective thinking regarding the impact of your decisions becomes critical.
It will be important to discuss the analytical techniques you use, their impact on your decision-making ability and the changes in your company's strategic direction when you write your final report. I will instruct you as to the format of this final report. Each company will submit its final written report on the date indicated in the Course Schedule. Late reports will result in a reduction of grade.

**PRESENTATION SKILLS**

Success in business requires good communication and presentation skills. Even if you do not directly work in sales, you may be called upon to present ideas, decisions, plans and other aspects of your work to your supervisor and fellow employees. In this course we will discuss ways in which you can improve your presentation skills. You will have opportunities to make presentations to the class. This will occur at the end of the semester when you present your company’s performance and future direction to the other students in the class at the annual shareholders meeting.

**LINKS: ORAL PRESENTATION (Annual Shareholders Meeting)**

Each company will be responsible for orally presenting the results of their company's performance as detailed in the final report to the class. This will provide an opportunity for you to conduct and deliver effective oral presentation of your firm’s decision making skills and resulting operating and financial performance. The forum for the oral presentation is to take the form of an annual meeting of shareholders in which the past decisions and their impact on profits, etc. are discussed, followed by a proposal for the company’s future strategic direction. Remember, both the written final report and the oral presentation are your means of selling your company to the shareholders and potential investors and creditors.

Members of the other companies, your classmates, acting as shareholders will grade both the content and style of your oral presentation. One suggestion for the oral presentation is to assign one team member to present an overview of the company followed by an introduction of each topic and speaker. Also, in writing your final report you will want to include tables in your document, BUT in presenting the report orally you will want to substitute graphical displays (bar charts, etc.) for tables. Some class time will be devoted to ways in which your presentations should be conducted and improved. This team project will strengthen your presentation skills, reinforce your knowledge of the textbook material, develop your team-building ability, and showcase your creativity.

**TEAM ASSIGNMENTS**

There will be three team assignments due during the semester. All assignments must be formatted in a double-spaced, 12-point serif font, printed, and handed in in hard-copy form.

**Team Assignment 1** – Situation and SWOT Analysis – see Course Schedule for Due Date -- requires your team to prepare a Mission Statement with a Strategic Focus and Situation Analysis for your team’s LINKS company (see Sections 2-4 to 2-9 on pages 20-26 in Chapter
2 of your MKTG9 textbook.) This should include a SWOT analysis. **All information for this will come from the LINKS simulation documents.** Examples of real world companies SWOT analysis can be found at: Marketing Teacher. A SWOT analyses template can be found at MARKETING website. Other examples and sample marketing plans can be found at www.mplans.com and at Community Toolbox. You may list content in bullet points, but be sure to include sufficient detail or your grade will suffer.

**Team Assignment 2 – Forecasting Simulation** - see Course Schedule for Due Date. Your goal is to develop accurate forecasts. Forecasting accuracy is measured by comparing your forecasts to the actual outcomes that are known to have occurred (revealed only after you commit to specific forecasts).

The five forecasting problems in the Forecaster Simulation are relevant to a wide range of introductory and elective business strategy, marketing, operations management, services, and supply chain management courses.

* The Forecaster Simulation is an engaging, interactive 1-2 hour outside-of-class assignment.
* The Forecaster Simulation includes within-simulation debriefing notes for each forecasting problem.

* Within your company it is recommended that each individual member or at most small teams of 2 work on developing forecasts in the Forecaster Simulation. After all company members have had an opportunity to develop forecasts, all team members should meet to discuss these results and report the best set of forecasts for your team.

**Team Assignment 3 – see Course Schedule for Due Date** -- requires your team to perform STP and prepare a Marketing Mix Strategy to achieve your LINKS company objectives (see Sections 2-10 to 20-12 on pages 27 to 30 in your MKTG9 textbook.). Also see www.mplans.com for examples. In assignment 3 you will build on your mission statement with the strategic focus and situation analysis described in assignment 1 and forecasting in assignment 2 by specifying strategic directions, the target market(s) and the marketing mix for achieving sustained competitive advantage. You can test ideas for growth using the pro-forma simulation in LINKS. **Assignment 3 requires reflective thinking that goes beyond what the LINKS simulation documents provide.** Sample marketing plans can be found at: www.mplans.com.

**EXAMS and QUIZZES**

Six unannounced 10-question pop quizzes worth 30 points each will be given during class. Quizzes will be timed. You will have 20 minutes for each quiz. Quizzes will be based on material in the chapter assigned for reading on that day – see Course Schedule. **No make-up quizzes** will be given. If you fail to show up for a quiz, you will forfeit the 30 points. **No make-up quizzes** will be given. There will also be two separate quizzes based on LINKS, each worth 25 points. Of these eight quizzes, your lowest quiz grade will be dropped. Thus the maximum points available on all quizzes will be 200 points.

Both the midterm exam and final exams are worth 125 points each. The midterm covers topics included in Chapters 1 through 10 while the final exam covers topics included in Chapters 11 – 21 of your MKTG9 textbook. You will be tested on all material in your
textbook plus additional material covered in class lectures and discussions designed to clarify concepts in the textbook. These two exams include questions that require you not only to know the definitions or meaning of terms and concepts but also to be able to apply them to marketing situations, similar to real-world-type examples but not necessarily identical to those provided by your MKTG textbook.

GRADE EVALUATION

Grading is based on a total of 1000 points. Both the number of points for each assignment, exam, etc. plus the letter grade assigned for each range of points out of 1000 are shown in the table below. Grades on individual assignments, tests, etc. will not be curved. It may be possible that at the end of the course that a rescaling of total course points for letter grades will be performed, but that will depend on the range of scores in the class.

<table>
<thead>
<tr>
<th>Work Evaluated</th>
<th>Points</th>
<th>Grading Scale</th>
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<tbody>
<tr>
<td><strong>By INDIVIDUAL</strong></td>
<td></td>
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<tr>
<td>Class participation &amp; marketing topic discussion</td>
<td>75</td>
<td>A</td>
</tr>
<tr>
<td>Quizzes – Unannounced</td>
<td>150</td>
<td>A-</td>
</tr>
<tr>
<td>LINKS Quizzes</td>
<td>50</td>
<td>B+</td>
</tr>
<tr>
<td>Midterm</td>
<td>125</td>
<td>B</td>
</tr>
<tr>
<td>Final Exam</td>
<td>125</td>
<td>B-</td>
</tr>
<tr>
<td><strong>By TEAM</strong></td>
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<tr>
<td>LINKS Assignment 1 -- Situation Analysis</td>
<td>50</td>
<td>C</td>
</tr>
<tr>
<td>LINKS Assignment 2 – Forecasting Simulation</td>
<td>50</td>
<td>C-</td>
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<tr>
<td>LINKS Assignment 3 -- Strategic Marketing Plan</td>
<td>50</td>
<td>D</td>
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<tr>
<td>LINKS Performance</td>
<td>150</td>
<td>F</td>
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<tr>
<td>LINKS Oral Presentation</td>
<td>50</td>
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<tr>
<td>LINKS Final Written Report</td>
<td>125</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1000</strong></td>
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</table>

GRADE & PROGRESS DURING SEMESTER

At any time during the semester you can determine your progress in this course by dividing the total points you have earned up to that date by the maximum number of points you could have earned and multiplying this quotient by 100. Then use the letter grade chart above to determine into which letter grade range you would fall. By adding the number of points still available in the remainder of the course, you can estimate based on your projected performance what your expected grade in the course may be. **No curving or rescaling of the letter grade scale will be done on individual assignments, quizzes or exams.** At the end of the semester when all grades are in, I will reevaluate the scale to determine if an adjustment should be made, but usually this is not necessary. Every semester there are usually students who fail this course, so failure is an option.
ACADEMIC INTEGRITY & COURSE POLICIES

Students are expected to know and understand college policies with regard to Academic Integrity Code. Violations of academic integrity will be prosecuted fully. Please note that you are responsible for reporting any instances where other students have violated these policies. Failure to do so will result in penalties as well. If you have any questions about this policy, please see the instructor.

- **Academic Conduct**: Students are expected to conduct themselves in an ethical manner in this course. Guidelines of unacceptable behavior and the penalties incurred by such are described in the Academic Misconduct section of the Canisius College catalog. Essentially the Code is self-administered as follows:

  *The Code of Academic Integrity automatically binds all Canisius College students. Please copy this pledge and include it along with your signature on all written assignments, reports, etc. that you hand in to me during the semester:*

  **As a student member of the Canisius College Community, I understand and will uphold the standards for academic behavior as stated in the Code of Academic Integrity.**

  Signed ___________________________ Student ID ___________________

- **Plagiarism & Team Projects**: Students working in teams have the obligation to check each other’s submissions to guarantee that no part of the team submitted document is plagiarized. In the event that any part of a team project is plagiarized, all members of the team will be held responsible and penalties will be applied to all, regardless of whether or not one member later confesses. Submissions may be checked for plagiarism by utilizing one of the programs such as Turnitin.com available through the Canisius College library website.

- **Withdrawal**: Friday Nov 20 - Last Day to Withdraw from a course. Please consult the online Canisius College catalog for details

ACADEMIC AND ACCESSIBILITY SUPPORT SERVICES

The GRIFF Center for Academic Engagement provides comprehensive programs, tutoring services, and resources to support student academic and career success. If you would like to learn more about academic support, please stop in Old Main 013 or call 716-888-2170. Visit the GRIFF Center webpage at: [http://www.canisius.edu/griff-center/](http://www.canisius.edu/griff-center/)

Accessibility Support (716-888-2170), which is located in the Griff Center for Academic Engagement (OM 013), is responsible for arranging appropriate academic accommodations for students with documented disabilities. If anyone in this course falls into this category, please contact Accessibility Support so that an appropriate course of action may be determined. For additional information, see [http://www.canisius.edu/dss/](http://www.canisius.edu/dss/)
COURSE SCHEDULE -- TENTATIVE

Instructor reserves the right to change the course schedule throughout the semester. Changes to the schedule will be posted on the D2L course website or announced in class or via email. Please consult the D2L website for this course for any announcements, changes, etc. to this course schedule.

Readings: MKTG\textsuperscript{9} = Lamb, Hair & McDaniel, MKTG\textsuperscript{9}, 9th ed.

<table>
<thead>
<tr>
<th>Date</th>
<th>MKTG\textsuperscript{9} Readings</th>
<th>LINKS Readings, Decision Dates, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>M -- 8/31</td>
<td>Introduction/Chapter 1: Overview of Marketing</td>
<td>Overview of LINKS Companies Formed</td>
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<tr>
<td>W -- 9/2</td>
<td>Chapter 2: Developing Marketing Strategies</td>
<td>LINKS Companies Finalized – CEO Elected</td>
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<tr>
<td>M -- 9/7</td>
<td><strong>Labor Day No Class</strong></td>
<td><strong>Labor Day No Class</strong></td>
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<tr>
<td>W -- 9/9</td>
<td>Chapter 3: Marketing Ethics</td>
<td>LINKS Companies Finalized – CEO Elected</td>
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<tr>
<td>M -- 9/14</td>
<td>Chapter 4: Marketing Environment</td>
<td>LINKS: Discussion of Game – read manual</td>
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<td>W -- 9/16</td>
<td>Chapter 6: Consumer Behavior</td>
<td>LINKS Quiz - Decisions</td>
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<tr>
<td>M -- 9/21</td>
<td>Chapter 7: Business Markets</td>
<td>LINKS: Member Termination Policy Due</td>
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<tr>
<td>W -- 9/23</td>
<td>Chapter 5: Global Vision</td>
<td>LINKS Quiz Market Research</td>
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<tr>
<td>M -- 9/28</td>
<td>Chapter 9: DSS &amp; Research</td>
<td>LINKS Marketing Plan Strategic Market Planning</td>
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<tr>
<td>W -- 9/30</td>
<td>Chapter 8: Segmentation, Targeting and Positioning</td>
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<tr>
<td>M – 10/5</td>
<td><strong>ASSIGNMENT 1 DUE</strong> Chapter 10: Positioning &amp; Concept Testing</td>
<td><strong>ASSIGNMENT 1:</strong> LINKS Situation Analysis (SWOT) Due</td>
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<tr>
<td>W -- 10/7</td>
<td><strong>MIDTERM EXAM</strong></td>
<td><strong>MARKETING Chapters 1 – 10 &amp; Class Notes</strong></td>
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<tr>
<td>M -- 10/12</td>
<td></td>
<td><strong>Fall Holiday</strong></td>
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<tr>
<td>W -- 10/14</td>
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<td>LINKS Decision 1 Due</td>
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<td>W -- 10/19</td>
<td>Chapter 12: Services</td>
<td>LINKS Decision 2 Due</td>
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<td>W-- 10/21</td>
<td><strong>ASSIGNMENT 2 DUE</strong> Chapter 20: Pricing Concepts</td>
<td>ASSIGNMENT 2: LINKS Forecasting Simulation Due</td>
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<tr>
<td>M -- 10/26</td>
<td>Chapter 20: Pricing Concepts</td>
<td>LINKS Decision 3 Due</td>
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<td>W -- 10/28</td>
<td>Chapter 21: Pricing Strategy</td>
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<td>M – 11/2</td>
<td>Chapter 13 Supply Chain Management</td>
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<td><strong>ASSIGNMENT 3 DUE</strong></td>
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<td>W -- 11/11</td>
<td>Chapter 16 Marketing Communications &amp; Promotion Strategy</td>
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<td>M -- 11/16</td>
<td>Chapter 17:Advertising, Sales Promotion &amp; Public Relations</td>
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<td>W -- 11/18</td>
<td>Chapter 17:Advertising, Sales Promotion &amp; Public Relations</td>
<td>LINKS Decision 7 Due</td>
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<td>M -- 11/23</td>
<td>Chapter 18: Personal Selling &amp; Sales Management</td>
<td>LINKS Decision 8 Due</td>
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<td><strong>W -- 11/25</strong></td>
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<td>M -- 11/30</td>
<td>Chapter 19: Social Media</td>
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<td>W –12/2</td>
<td>Team Projects Day</td>
<td>No formal class meeting: Work with team to finalize LINKS written &amp; oral report</td>
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<tr>
<td>M – 12/7</td>
<td>LINKS Oral Presentations</td>
<td>LINKS Written Reports due at beginning of class for ALL TEAMS</td>
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<tr>
<td>W -- 12/9</td>
<td>LINKS Oral Presentations</td>
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<tr>
<td>DEC. 14 — 18</td>
<td><strong>FINAL EXAM</strong></td>
<td>MARKETING Chapters 11 – 20 &amp; Class notes</td>
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