

Marketing Communications

Course code: MKT 202

Semester and year: Fall 2021

Day and time: Thursdays, 8:15-11:00

Instructor: Joel Imhoof, MSc

Instructor contacts:

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Consultation hours: half an hour before the beginning of class.

Credits US/ECTS	3/6	Level	Introductory
Length	15 weeks	Pre-requisite	MKT 248
Contact hours	42 hours	Course type	Bachelor Required

1. Course Description

The course will thoroughly guide students to understand the specific marketing objectives certain organizations plan to achieve and how the different promotional tools and communication channels can be utilized to achieve them successfully. The initial question as to WHY such objectives should be attained is then followed by WHICH media and promotional tools are adequate to be combined. Consumer Behavior and the Core Marketing strategy of segmentation, targeting, differentiation, and positioning will be briefly discussed to grasp further which media tools are appropriate. The concept of Integrated Marketing Communication (IMC) will be discussed and applied. Both traditional and non-traditional media channels will be identified, including their advantages and disadvantages.

After having discussed what is to be achieved through marketing communications, the latter part of the semester will be dedicated to HOW marketing communications are created and applied in reality. Individual and group projects based on current case studies allow the students to develop real Creative Briefs and a Communication Plan for a real company and its assigned marketing objective(s). Emphasis will be placed on comprehending theoretical concepts and applying creativity to encompass all the elements related to Marketing Communications truly. Lastly, the latest trends in media, consumer behavior and marketing will be discussed, as well as the social implications these all have on society. After this course, students should be able to identify a marketing objective and create a sound Communication Plan integrating the latest trends.

2. Student Learning Outcomes

Upon completion of this course, students should be able to:

- Identify different marketing objectives and how they may be achieved through the correct mixture of Communication channels and Promotional tools.
- Comprehend and apply strong strategic frameworks within which to make appropriate IMC decisions.
- Comprehend and have a clear understanding of Traditional and Modern Mass Media and their role today.
- Understand the concepts and theories of Integrated Marketing Communications (IMC) strategy, so that strategy and concept go hand-in-hand with tactics and implementation.
- Apply the ability to find solutions to a variety of media problems; analytical skills.

- Design an IMC plan for a specific brand, including a tactical offer.
- Implement an IMC Strategy using a brief template and across media from online to offline.
- Gain a workable knowledge of implementing a Media and Communications Plan.
- Be able to apply specific tools and approaches to common marketing communications challenges.

3. Reading Material

Required Materials (Available in the Library)

- Main Textbook: Lynne Eagle, Stephan Dahl, Barbara Czarnecka, Jenny Lloyd, **MARKETING COMMUNICATIONS**, Routledge, 2015
- George E. Belch, Michael A. Belch, **Advertising and Promotion, An Integrated Marketing Communications Perspective**, 6th edition, McGraw-Hill/Irwin, 2003 - (the complete version is uploaded on our class site)
 - Dave Fleet, *Strategic Communications Planning – Your comprehensive guide to effective strategic corporate communications planning 2008*, (DaveFleet.com), this **free e-book**, available at: <http://davefleet.com/2008/08/strategic-communications-planning-a-free-ebook/>
- Handouts in digital format distributed via the course Website.

Recommended websites worth reviewing:

- The Journal of Marketing Communications, <http://jimc.medill.northwestern.edu/JIMCWebsite/site.htm>
- BrandChannel (by Interbrand): brandchannel.com
- BrandForward: brandforward.com
- McKinsey & Company (McKinsey Quarterly): mckinseyquarterly.com
- Prophet Strategy: prophet.com
- BuildingBrands: buildingbrands.com
- Brand Keys Research: brandkeys.com
- Cornerstones of good marketing communications: <http://books.google.cz/books?id=rLt48XwnW1cC&pg=PA5&lpg=PA5&dq=cornerstones+of+good+marketing+communications>
- Social Media today: <http://socialmediatoday.com/mynewsdesk/397789/pr-communication-and-marketing-trends-2012-part-1>
- <http://www.trendhunter.com/trends/salvation-army-guerrilla-campaign>
- Available in AAU library:
The National Bestseller:
Paco Underhill, **Why we buy**, Simon & Schuster Paperbacks, 2009

Additional research sources:

- ABI/INFORM Global
- LexisNexis Academic
- Factiva (good for articles)
- Business Monitor Online
- Market Insight (Standard and Poor's Industry Survey)
- Mintel
- Datamonitor
- MRI
- Consumer Expenditure Survey (<http://www.bls.gov/cex/>)

4. Teaching Methodology

The course will be taught in a very interactive manner using current issues and having students analyze case studies, present a specific IMC plan for a chosen product or service, learn specific experiences from guest speakers and possibly attend a class trip to a marketing-related event or company to make the subject as relevant and understandable as possible. **Active participation** in class discussions is highly supported and mandatory since training communication skills is crucial in the real marketing world. Specific projects will be in groups since almost all real media and marketing communication projects are coordinated in teams. Using computers and telephones during class is highly forbidden unless used for class purposes and specified by the teacher.

5. Course Schedule

Date	Class Agenda
Sept 2 nd Lesson 1	<p>Topic: Course introduction, assignments, and organizational matters Description: Why is Marketing Communication important? Which marketing objectives can be achieved through proper communication through media and promotional tools?</p> <p>Reading: <i>Advertising and Promotion, An Integrated Marketing Communications Perspective</i>, 6th edition, McGraw-Hill/Irwin, 2003 – Ch. 1</p>
Sept 9 th Lesson 2	<p>Topic: Introducing communication Description: What is communication, how does it work, messages, noise as disrupters, AIDA concept, and buyer readiness stages.</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 1</i></p>
Sept 16 th Lesson 3	<p>Topic: The Communication Process Description: translating traditional communication to marketing communication.</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 2</i></p>
Sept 17th	Class Make-up Day (if required), NB FRIDAY
Sept 23 rd Lesson 4	<p>Topic: Integrated Marketing Communication (IMC) Description: What is IMC, its significance, and why is it difficult to measure. The main promotional tools (Advertising, Direct marketing, Personal Sales, Public Relations and Sales Promotion) will be briefly discussed. In-class IMC plotting activity.</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: scanned reading and <i>Marketing Communications, Routledge, 2015 - Ch. 4 and Ch. 7</i></p>
Sept 30 th Lesson 5	<p>Quiz Topic: The Core Marketing Process</p>

	<p>Description: WHAT are market segmentation, targeting, differentiation, and positioning (STDP), and HOW do they relate to Marketing Communications. (Another initial step before a proper Integrated Marketing Communications plan can be pre-planned.)</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: scanned reading - <i>Advertising and Promotion, An Integrated Marketing Communications Perspective</i>, 6th edition, McGraw-Hill/Irwin, 2003 – Ch. 2</p>
Oct 7 th Lesson 6	<p>Topic: Different Media types - Traditional media</p> <p>Description: Media choices, media strengths and weaknesses, simultaneous media use, media context.</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 8</i></p>
Oct 14 th Lesson 7	<p>Topic: Non-traditional media types - GUEST SPEAKER will be confirmed.</p> <p>Description: Media choices in online advertising, e-commerce, mobile advertising, Viral marketing, Hybrid media, experiential marketing, measuring effectiveness and ROI. Review for the midterm.</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 9</i></p>
Oct 15th	Class Make-up Day (if required), NB FRIDAY
Oct 21 st Lesson 8	Mid-term Exam
Oct 25 th – 29 th	Mid-term Break
Nov 4 th Lesson 9	<p>Topic: Creativity and their tactics, Creative Brief – What is consumer insight</p> <p>Description: What is creativity, challenges, and pitfalls of creativity, developing creative messages in Media, How to write a Creative Brief</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). Due on NEO (upload) by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 5 and uploaded links on NEO related to how to write a Creative Brief</i></p> <p>Deadline: CW2: Group Report Digital version uploaded on NEO by Midnight</p>
Nov 11 th Lesson 10	<p>Topic: Media Planning, Evaluation and Control: evidence of effectiveness and the challenge of measuring return on investment</p> <p>Description: Defining marketing effectiveness and return on investment. The value of evaluation concerns and challenges associated with measuring IMC effectiveness and ROI.</p>

	<p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading: <i>Marketing Communications, Routledge, 2015 - Ch. 16</i></p>
Nov 18 th Lesson 11	<p>Marketing Communication in Czechoslovakia and the Czech Republic – highlights from 1918 -2020</p> <p>Deadline: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Reading uploaded on NEO.</p>
Nov 19th	<i>Class Make-up Day (if required), NB FRIDAY</i>
Nov 25 th Lesson 12	<p>Topic: GIMC, Global Integrated Marketing Communications, International Marketing Comm. (IMC) strategies. Conversion funnel.</p> <p>Description: WHAT is GIMC? What are international marketing communication strategies? Case study.</p> <p>Deadline 1: CW1: Individual "What's Newz" presentation. PPT slides (digital only). Due on NEO (upload) by 11:55 pm Monday night</p> <p>Deadline 2: CW4 Final Project draft No. 1</p> <p>Reading: Scanned on NEO</p>
Dec 2 nd Lesson 13	<p>Topic: Overall semester wrap-up. Neuromarketing. Creative brief contents</p> <p>Description: Neuromarketing, last class discussion and summary of what we had learnt together. Group feedback for the final project.</p> <p>Deadline 1: CW1: Individual "What's Newz" presentation. PPT slides (digital only). To be uploaded to NEO by 11:55 pm Monday night</p> <p>Deadline 2: CW4 Final Project draft No. 2</p>
Dec 3rd	<i>Class Make-up Day (if required), NB FRIDAY</i>
Dec 9 th Lesson 14	Deadline: CW3: Final project – to be uploaded to NEO by 11:55 pm Thursday night

The lecturer tries to arrange a guest speaker for each semester, and the date of this speaker will be set at least two weeks in advance.

6. Course Requirements and Assessment (with estimated workloads)

Assignment	Work-load (average)	Weight in Final Grade	Evaluated Student Learning Outcomes	Evaluated Institutional Learning Outcomes*
Attendance	42 hrs.	-	-	
CP: Class participation and preparation	13 hrs.	10%	Students need to participate in discussions and express their thoughts and opinions. Preparation is critical, and phones and PCs are restricted. 50% is for class	

			participation, and 50% is for not using phones or PCs in class.	
CW2: Assign. 2: Integrated Marketing Communications Campaign Analysis	20 hrs.	20%	Comprehend and have a clear understanding of Traditional and Modern Mass Media and their role today based on specific findings relating to a chosen organization. Core Advertising Strategy and consumer behavior concepts comprehended by writing a 5-6-page Advertisement Analysis on a specific advertisement each student has chosen.	1
Quiz No. 1	8 hrs.	10%	Ability to find solutions to a variety of media problems; analytical skills. Reading in advance will be necessary. Part of the quiz is preparing a Communication Brief.	1
CW1: Assignment 1: Individual Student Presentations	20 hrs.	10%	Practice presentation skills, ability to explain the studied topic to peers, apply key marketing and media terms and theories, and demonstrate subject knowledge.	2, 3
E1: Mid-term exam	20 hrs.	20%	Prove through demonstration that discussed theory is correctly understood as well as implemented	1
CW3: Assign. 3 - Preparing a Creative Brief and Media Communication Plan for the specified organization.	7 hrs.	30%	Demonstrate creative thinking and apply discussed concepts regarding the communication process Gain a workable knowledge of implementing a Media Plan. Implement an IMC Strategy using a brief template and cross-media from online to offline. Identify key issues, research, analytical and synthetic skills, subject knowledge, creative thinking, experience teamwork	1, 2, 3
TOTAL	150 hrs.	100%		

*1 = Critical Thinking; 2 = Effective Communication; 3 = Effective and Responsible Action

Participation guidelines:

- Class participation and preparation – the lesson topics need to be studied beforehand from the indicated textbook to hold an in-depth discussion in each class.
- All students are expected to attend and participate in class. Missing class will seriously affect your grade! However, simply attending every class is *not* participation.
- Facebooking, surfing online, and texting are *not* considered active participation and are the fastest way to earn 0 points.
- Expect your course leader to keep track of how often you participate by actively responding to questions, asking questions yourself, and engaging in class discussions

to help earn your participation grade. If you are not sure, please ask your course leader what you can do to increase your participation grade.

- For further participation guidelines, please see the course NEO e-learning site.
- Any or all of the following will IMMEDIATELY reduce your participation grade by 10% for each occasion:
 1. Arriving late for, or leaving early, a class. Leaving a class apart from hourly breaks.
 2. Continually talking. (This means talking for longer than a few seconds.)
 3. Reading non-course related material, e.g., newspapers and magazines, or online, e.g., Facebook, during class.
 4. Any breach of the **Electronics Policy**, below.
 5. Any other action which another student may reasonably find distracting during class.

Electronics Policy. PDAs and mobile / cell phones are not allowed to be used during class. Notebook / Tablet PCs may be used, in class, for notetaking ONLY; notes may be checked at any time. This policy facilitates class engagement and participation. All mobile / cell phones must be turned off. If your phone rings during class, you will be asked to leave the classroom.

Assignments. All assignments will be evaluated for clarity of writing, critical analysis of the issues, proper use of references to support positions taken, quality and diversity of sources, and the extent to which the assignment meets the requirements specified.

- See below for the detailed Course Assignment Grading Criteria.
- *Remember:* It is important to answer *all* aspects of the assignments.

For ALL assignments, as per university regulations, five academically respectable correctly cited sources are the *minimum* expected. Any assignments NOT meeting this standard will NOT be graded.

- **Written assignments must**, as a minimum, include a cover sheet, table of contents, abstract / executive summary, introduction, conclusion / summary, and bibliography / works cited as separate pages. The main body of the paper should include a header (title, of course, term and name of student) and footer (date and page number). The paper should have normal margins (1" on all sides), be single-sided, 1.5-spaced, **12-point font**, Times New Roman. Failure to meet ANY of the above requirements will result in the assignment not being graded.
- Creativity is to be demonstrated in the content of your paper. Your work should reflect your understanding of the material. An emphasis on synthesis and critical thinking rather than simply "reporting" is expected.
- For the group assignment, a **Group Self-Assessment form** (see the handout, available on the class course space on the Google Apps Website) MUST be completed by each group member. Failure to do so will result in the assignment not being graded.
- Your **presentation** must also include a cover 'page', a list of contents, an introduction explaining what is to come and why it is important, a conclusion / summary, and bibliography / works cited at the end of the presentation, all as separate slides.
- Your **presentation** slide master must include a header (title of course, term and name of student) and footer (date and page number).
- **All sources are to be written in an academic style using** appropriate in-line citation (preferably, **Harvard formatting: author, year, page number**). **Information on proper Harvard citation** is available as a link on the class course space in Google Sites.

- Each presentation will be graded on your understanding of the topic; plus, relevant data use, clarity, organization, time management, graphics, etc.
- **E-mail Protocol:** When sending e-mails to your course leader:
 1. Students must identify in the subject line which course they are in and the main point of the message, e.g., Subject Line: *MKT202-1: Question on Exam*.
 2. **DO NOT** resend e-mails with a previous subject listed that is unrelated to the content of the current e-mail. They will be deleted and *not* read.
- **Document Naming:** For all documents submitted electronically, the file name must include the following:
 - Course Number
 - Assignment Number
 - Your Last Name
 - Example: **MKT202-1_CW1_Smith.doc**
- For all hard copies submitted (if requested) **Student Name, Course# and Assignment No.** should be clearly visible on the first page.

7. Detailed Description of the Assignments and Assessment Breakdown

1: Assignment 1: Individual student presentations: What's New in MarCom?

Each class this semester will begin with student presentations, an opportunity to present and discuss current issues and new innovations in the world of Promotion. Each of you will sign up for a specific date and will lead a 10 min presentation/discussion on the topic of your choice, which must relate to our class.

Assessment breakdown

Assessed area	Percentage
Written presentation (no grammatical, spelling, structure errors; has TITLE, INTRODUCTION, CONCLUSION, AND WORKS CITED)	40%
Presentation	40%
Overall quality of work and effort	20%
Total	100%

- 2: Assignment 2: Group IMC Analysis report: You want to go where? To do what?!

COVID-19 has created havoc and mayhem with the tourism industry. Cities, communities, and regions that partially or even wholly relied on tourism have suffered financial hardships due to tourists' lack of tourists. This is a bad situation... and a great opportunity.

Your group will choose a city/region/area somewhere in the world that you would like to promote to tourists. This can be an already popular tourist destination that you feel can be promoted in a fresh way, or it can be someplace that is undiscovered or underserved.

Assessment breakdown

Assessed area	Percentage
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Report content (no grammatical, spelling, structure errors) and analysis, including advertising / marketing terminology usage	50%
Clarity and justified thoughts as well as report structure (has TITLE, INTRODUCTION, CONCLUSION, AND WORKS CITED)	50%
Total	100

- **3: Assignment 3: Individual Creative Brief Time to get Creative!**

Each student (now working on their own) will prepare a Creative Brief, a 2-page summary of the mandatory elements the client wishes and which the agency departments should fulfill. It is like a blueprint with information that should guide the different agency departments in creating a complex and consistent campaign utilizing the different promotional tools and media options. Next, they will produce a CAMPAIGN ELEMENT for their IMC campaign.

Assessment breakdown

Assessed area	Percentage
Written presentation (no grammatical, spelling, structure errors; has TITLE, INTRODUCTION, CONCLUSION, AND WORKS CITED)	40%
Presentation and includes unique and valuable Consumer Insight	40%
Overall quality of work and effort	20%
Total	100%

8. General Requirements and School Policies

General requirements

AAU's academic rules govern all coursework. Students are expected to be familiar with the Codex and Student Handbook's academic rules and maintain the highest standards of honesty and academic integrity in their work.

Not knowing the rules, misunderstanding the rules, running out of time, submitting the wrong draft, or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity.

Quality of Written Assignments

All written assignments, including in-class quizzes, exams, exercises, assigned papers etc., **must be written at an acceptable university English level of quality.** This means students **must** proofread exams, assignments, papers, etc. and make sure that they are free of grammatical, spelling, sentence structure and other errors. Papers with a high level of errors of this type (meaning more than one per page) will be graded down substantially.

This means students must **take responsibility for the overall quality of the work they submit.**

For students who need assistance with writing skills, the school offers the Academic Tutoring Center (ATC). Students who are unsure of their writing abilities should work with the ATC's writing lab **before assignments are due.** All assignments with a significant writing

component are given in enough time for students to work with the writing lab **before submitting work.**

Electronic communication and submission

The university and instructors shall only use students' university e-mail address for communication. It is strongly recommended that any e-mail communication between students and instructors take place in NEO LMS.

Each e-mail sent to an instructor that is about a new topic (meaning not a reply to an original e-mail) shall have a new and clearly stated subject and shall have the course code in the subject, for example: "MKT202-1 Mid-term Exam. Question".

All electronic submissions are carried out through NEO LMS. No substantial pieces of writing (especially take-home exams and essays) can be submitted outside of NEO LMS.

Attendance

Attendance, i.e., presence in class in real-time, is expected and encouraged. However, the requirement that students miss no more than 35% of real-time classes is temporarily suspended, for this course, due to the COVID-19 pandemic.

Assignments missed due to unexcused absences cannot be made up, resulting in a decreased or failing grade as specified in the syllabus.

Students whose absence has been excused by the Dean of Students are entitled to make up assignments and exams provided their nature allows for makeup. Students are responsible for contacting their instructor within one week of the date the absence was excused to arrange for make-up options.

Late work: No late submissions will be accepted – please, follow the deadlines.

Electronic devices

- **Mobile phones** must be turned off during classes and placed on the floor or in a bag. No calling or texting during class meetings (wait until the break).
- **Laptops and Tablets** may NOT be used during class time unless approved by the course leader. They should be placed in a case or bag. Excessive use of phones and computers in class means the student will be marked as absent.

Eating is not allowed during classes.

Cheating and disruptive behavior

If a student engages in disruptive or other conduct unsuitable for a classroom environment of an institution of learning, the instructor may require the student to withdraw from the room for the duration of the activity or for the day and shall report the behavior to the Dean.

Students engaging in behavior that is suggestive of cheating (e.g., whispering or passing notes) will, at a minimum, be warned. In the case of continued misbehavior, the student will be expelled from the exam, and the exam will be marked as failed.

Plagiarism and Academic Tutoring Centre

Plagiarism is "the unauthorized use or close imitation of the language and thoughts of another author and the representation of them as one's own original work." (Random House Unabridged Dictionary, 2nd Edition, Random House, New York, 1993)

Turnitin's White Paper 'The Plagiarism Spectrum' (available at <http://go.turnitin.com/paper/plagiarism-spectrum>) identifies ten types of plagiarism ordered from most to least severe:

1. CLONE: An act of submitting another's work, word-for-word, as one's own.

2. CTRL-C: A written piece that contains significant portions of text from a single source without alterations.
3. FIND-REPLACE: The act of changing key words and phrases but retaining the essential content of the source in a paper.
4. REMIX: An act of paraphrasing from other sources and making the content fit together seamlessly.
5. RECYCLE: The act of borrowing generously from one's own previous work without citation; to self-plagiarize.
6. HYBRID: The act of combining perfectly cited sources with copied passages—without citation—in one paper.
7. MASHUP: A paper that represents a mix of copied material from several different sources without proper citation.
8. 404 ERROR: A written piece that includes citations to non-existent or inaccurate information about sources
9. AGGREGATOR: The "Aggregator" includes proper citation, but the paper contains almost no original work.
10. RE-TWEET: This paper includes proper citation but relies too closely on the text's original wording and/or structure.

As the minimum policy, the types of plagiarism from 1 through 8 result in a failing grade for the assignment and must be reported to the Dean. The Dean may initiate a disciplinary procedure pursuant to the Academic Codex. Allegations of bought papers and intentional or consistent plagiarism always entail disciplinary hearing and may result in expulsion from AAU. If unsure about technical aspects of writing, students are encouraged to consult their papers with the tutors of the AAU Academic Tutoring Center (ATC). For more information and/or to book a tutor, please contact the ATC at:
<http://atc.simplybook.me/sheduler/manage/event/1/>.

Students with disabilities

Students with disabilities are asked to contact their instructor as soon as possible to discuss reasonable accommodation.

9. Grading Scale

Letter Grade	Percentage*	Description
A	95 – 100	Excellent performance. The student has shown originality and displayed an exceptional grasp of the material and a deep analytical understanding of the subject.
A–	90 – 94	
B+	87 – 89	Good performance. The student has mastered the material, understands the subject well and has shown some originality of thought and/or considerable effort.
B	83 – 86	
B–	80 – 82	
C+	77 – 79	Fair performance. The student has acquired an acceptable understanding of the material and essential subject matter of the course but has not succeeded in translating this understanding into consistently creative or original work.
C	73 – 76	
C–	70 – 72	
D+	65 – 69	Poor. The student has shown some understanding of the material and subject matter covered during the course. The student's work, however, has not shown enough effort or understanding to allow for a passing grade in School Required Courses. It does qualify as a passing mark for the General College Courses and Electives.
D	60 – 64	
F	0 – 59	Fail. The student has not succeeded in mastering the subject matter covered in the course.

* Decimals should be rounded to the nearest whole number.

Prepared by and when: Joel Imhoof, MSc, July 18th, 2021.

Approved by:

Chris Shallow MSc, Chair of Department of Marketing, July 19th, 2021.

Jan Vašenda, Ph.D., Dean of School of Business Administration, August 27th, 2021.