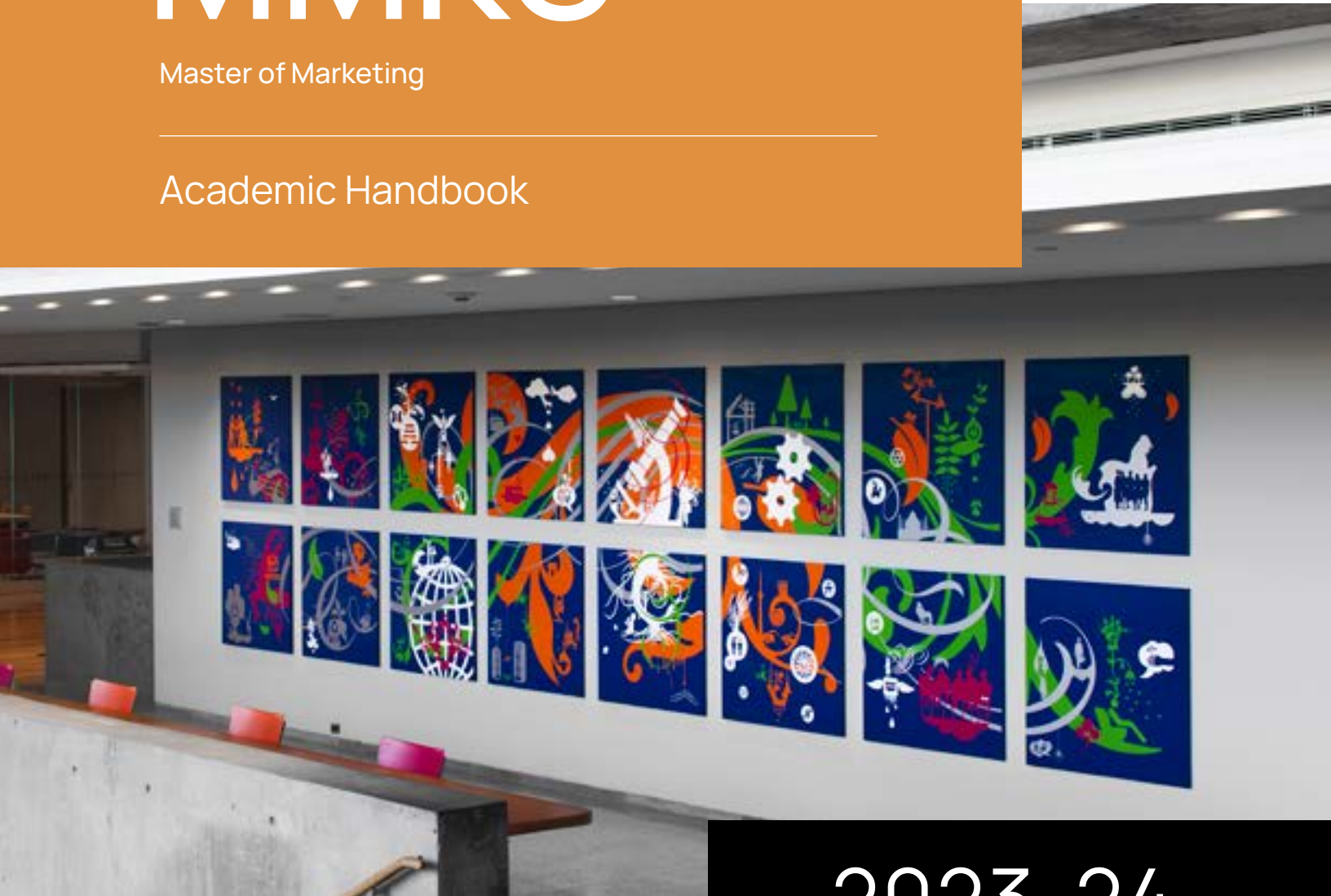


# MMKG

Master of Marketing

Academic Handbook



2023-24

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**Can't find what you're looking for? Check the Graduate Academic Handbook!**



Review important information about:

- Tuition and fees
- Scholarships and financial aid
- Exams, grades and conduct
- Petitions and appeals
- Student services and enrolment
- Student life and clubs
- Libraries, transit, childcare, health services

Available on the [Academic Resources webpage](#)

## Disclaimer

The material contained in this Handbook has been submitted by the administrative departments and academic units concerned. All general information and course references have been checked for accuracy as much as possible. If errors or inconsistencies do occur, please bring these to the attention of the responsible department. York University reserves the right to make changes to the information contained in this publication without prior notice.

It is the responsibility of all students to familiarize themselves each year with the information contained in this handbook, as well as with any additional regulations relating to academic policy as communicated by the Division of Student Services and International Relations in the Schulich School of Business.

It is the responsibility of all students to be familiar with the specific requirements associated with the degree, diploma or certificate sought. While advice and counseling are available, it is the responsibility of each student to ensure that the courses in which registration is affected are appropriate to the program requirements of the Schulich School of Business.

While the University will make every reasonable effort to offer courses and classes as required within programs, student should note that admission to a degree or other program does not guarantee admission to any given course or class.

Every student agrees by the act of registration to be bound by the regulations and policies of York University and of the Schulich School of Business.

In the event of an inconsistency between the general academic regulations and policies published in student handbooks and calendars, and such regulations and policies as established by the Schulich School of Business and Senate, the version of such material as established by the Schulich School of Business and the Senate shall prevail.

## York University Policies

York University disclaims all responsibility and liability for loss or damage suffered or incurred by any student or other party as a result of delays in or termination of its services, courses, or classes by reason of force majeure, fire, flood, riots, war, strikes, lock-outs, damage to University property, financial exigency or other events beyond the reasonable control of the University.

York University disclaims any and all liability for damages arising as a result of errors, interruptions or disruptions to operations or connected with its operations or its campuses, arising out of computer failure or non-compliance of its computing systems.

York University is a smoke-free institution. Smoking is permitted in designated areas only.

## Important Websites

Resource	URL	Go here for...
The Schulich School of Business official website	<a href="http://schulich.yorku.ca">schulich.yorku.ca</a>	Program Information, Financial Aid, International Opportunities, Career Development Centre, MySchulich student portal
Schulich Current Graduate Students page	<a href="http://schulich.yorku.ca/current-students/graduate-students">schulich.yorku.ca/current-students/graduate-students</a>	Important Dates, Course Offerings, Wait List, Upcoming Events, Enrolment Details, Academic Petitions and Appeals
Student Services GradBlog	<a href="http://gradblog.schulich.yorku.ca">gradblog.schulich.yorku.ca</a>	Student stories, Regular updates about courses, important dates, enrolment and events
York Online Services	<a href="http://currentstudents.yorku.ca">currentstudents.yorku.ca</a>	Enrolment & fees, Housing & Transportation, Academic Regulations & Grade Reports
Student Accessibility Services	<a href="http://accessibility.students.yorku.ca">accessibility.students.yorku.ca</a>	Resources for academic and personal development, individual and group counselling, Learning Skills Workshops
Graduate Business Council	<a href="http://gbcschulich.com">gbcschulich.com</a>	Mission statement, executive reps, student clubs, services and events

# 2023-2024 Sessional Dates

Fall 2023			
Activity	Term F2	Term A	Term M
	Most 3.00 credit courses	All first-half 1.50 credit courses	All second-half 1.50 credit courses
Class Start Date	Sept 11	Sept 11	Oct 30
Class End Date	Dec 8	Oct 23	Dec 8
Reading Week	Oct 24-27	N/A	N/A
Examinations	Dec 11-15	Oct 24-27	Dec 11-15
Last date to enrol without permission	Sept 18	Sept 18	Nov 6
Last date to enrol with permission	Sept 25	Sept 25	Nov 13
Last date to drop courses without academic penalty	Oct 16	Oct 2	Nov 20

Winter 2024			
Activity	Term W2	Term C	Term N
	Most 3.00 credit courses	First-half 1.50 credit courses	Second-half 1.50 credit courses
Class Start Date	Jan 8	Jan 8	Feb 26
Class End Date	Apr 8	Feb 16	Apr 8
Reading Week	Feb 20-23	N/A	N/A
Examinations	Apr 10-16	Feb 20-23	Apr 10-16
Last date to enrol without permission	Jan 15	Jan 15	Mar 4
Last date to enrol with permission	Jan 22	Jan 22	Mar 11
Last date to drop courses without academic penalty	Feb 12	Jan 29	Mar 18

## Summer 2024

Summer 2024 dates will be added to the Key Dates website once available.

Visit <https://schulich.yorku.ca/current-students/graduate-students/key-dates>.

# 2023-2024 Important Dates

Date	Reminder
September 4	Labour Day, University closed
September 10	Last day to pay Fall 2023 fees without financial penalty
September 11	Fall 2023 classes begin
October 9	Thanksgiving, University closed
Mid-October	October 2023 convocation (date TBA)
October 24-27	Reading Week. No classes, University open
December 8	Last day of Fall 2023 classes
December 11-15	Examination Week, Term F2
TBA	Winter Break, University closed
January 8	Winter 2023 classes begin
January 10	Last day to pay Winter 2023 fees without financial penalty
February 19	Family Day, University closed
February 20-23	Reading Week. No classes, University open
March 29	Good Friday, University closed
April 8	Last day of Winter 2023 classes
April 10-16	Examination Week, Term W2
Late June	June 2024 convocation (date TBA)
July 31	Deadline to apply for October 2024 convocation



**FIND IMPORTANT DATES ONLINE!**

[schulich.yorku.ca/current-students/graduate-students/key-dates](https://schulich.yorku.ca/current-students/graduate-students/key-dates)

# Contact Us

The School's Division of Student Services & International Relations should be consulted on questions related to admissions, enrolment, registration, grade or course problems, financial assistance or special advising.



**MEET US ONLINE!**

[schulich.yorku.ca/student-enrolment-services](https://schulich.yorku.ca/student-enrolment-services)

TITLE	NAME	E-MAIL
Associate Dean, Students	Kiridaran Kanagaretnam	kkanagaretnam@schulich.yorku.ca
Executive Director	Lindsay Hillcoat	lhillcoat@schulich.yorku.ca
Financial Administrative Assistant	Heidi Furcha	hfurcha@schulich.yorku.ca
<b>Student &amp; Enrolment Services</b>		
Director, Student & Enrolment Services	Luba Pan	panlyuba@schulich.yorku.ca
Manager, Student Success	Kay Kim	kaykim@schulich.yorku.ca
Manager, Communications	Beth Gallagher	bethlg@schulich.yorku.ca
Records & Promotion Assistant	Sophia Yu	sophyu@schulich.yorku.ca
Student Academic Services Coordinator	Elena Maizel	emaizel@schulich.yorku.ca
Student Success Coordinator	Fern Best	studentservices@schulich.yorku.ca
Student Success Coordinator	Lyndsay Vair	studentservices@schulich.yorku.ca
Registration & Academic Service Assistant	Kareene Martin	studentservices@schulich.yorku.ca
Student Service Assistant	Amber Pan	studentservices@schulich.yorku.ca
Systems Coordinator	Vivian Sun	studentservices@schulich.yorku.ca
Communications Coordinator	Nikeeta Machado	nikeeta@schulich.yorku.ca
<b>Financial Aid</b>		
Assistant Director, Admissions & Financial Aid	Doris Mak (on leave)	dmak@schulich.yorku.ca
Financial Aid Officer	Anne Caulfield	finaid@schulich.yorku.ca
<b>International Relations</b>		
Associate Director, International Relations	Ann Welsh	awelsh@schulich.yorku.ca
Graduate International Program Coordinator	Cheryl Stickley	cstickley@schulich.yorku.ca
International Information Assistant	Lan Yu	intlrelations@schulich.yorku.ca
International Student Support Specialist	Vino Shanmuganathan	vshan@schulich.yorku.ca
<b>Additional Contacts</b>		
Office of the Associate Dean, Academic		ada@schulich.yorku.ca

#### Program Director

Grant Packard  
Associate Professor of  
Marketing

#### Administrative Assistant

Mima Gualtieri  
MMKG Program Assistant  
Marketing Area  
N304A | 416-736-2100 ext. 58167  
mgualtieri@schulich.yorku.ca

#### Industry Advisor

Livia Vangjeli  
MMKG Career Advisor  
lvangjel@schulich.yorku.ca

#### Academic Advising

Lyndsay Vair  
Fern Best  
Student Success Coordinators  
Student & Enrolment Services  
studentservices@schulich.yorku.ca

# Enrolment

## Enrolment Process

### Registration and Enrolment

- The course enrolment process at York is completed by students online
- The process of making enrolment changes at York is also automated (e.g. changing course sections, substituting one course for another by dropping one and adding another, or dropping a course)
- Students without immediate access to a computer may use on-campus terminals, including the library, computer lab, or the computers in the Schulich Student & Enrolment Services Office, W263
- Students normally enrol for Summer term courses in March and for Fall and Winter courses in June
- Enrolment is on a first-come, first-served basis
- Students cannot add or drop courses after the deadline (see page 4 for details)

### Enrolment Blocks

All students having an outstanding balance of \$1,000.00 or more will be blocked from enrolling in the Summer, Fall and/or Winter terms.

### Enrolment Access Notification

A student's Enrolment Access Period begins on the date and time posted online at [currentstudents.yorku.ca](http://currentstudents.yorku.ca). Enrolment access start dates are posted on the Registrar's Office website ([registrar.yorku.ca](http://registrar.yorku.ca)) by selecting "Find out when I can enrol." Enrolment access times are determined according to the number of completed credits a student obtains. Schulich access periods begin on different days. Students with the highest number of credits completed begin first. Once the enrolment access has begun, it continues until the final date to enrol in courses for that term.

We recommend that students enrol as early as possible once their access period begins. We also encourage students to verify their enrolment periodically online.

## Course Offerings And Withdrawals

The Master of Marketing is a one year, full-time program with a specialized set of courses. Students are not permitted to take additional courses within the MMKG program at Schulich or out of Faculty, except courses specified in the list of electives or by permission from the program director.

### Course Withdrawals

- Dropping one or more courses will prevent a full-time student from completing the MMKG degree program within the prescribed program length and will result in withdrawal from the program
- See your academic advisor ahead of time to discuss the implications of dropping a course
- This program is offered on a full-time basis only

## Other Enrolment Information

### Course Cancellations

If a course is cancelled, Student & Enrolment Services immediately informs those enrolled via their Schulich e-mail.

### Revised Course Offerings

Revisions to course offerings are also posted on the [Schulich Course Offerings database](#).

Revisions can include:

- cancelled courses
- new courses
- schedule changes (day/time)
- room changes
- new instructors

Additional enrolment information can be found in the Graduate Academic Policy Handbook: [schulich.yorku.ca/handbooks](http://schulich.yorku.ca/handbooks).

Enrolment updates are also communicated to students via their academic advisors and e-mail updates from the Director, Student & Enrolment Services.

# Master of Marketing (MMKG)

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The MMKG curriculum will provide students with the critical analysis and decision making skills required of marketers today. Students will learn state-of-the-art marketing and research tools and develop literacy in analytics, digital marketing, brand management, and consumer behaviour. Graduates of the program will be qualified for meaningful positions in private, public, or non-profit organizations, and equipped with the skills to advance to leadership roles in the future.

Graduates of the Master of Marketing program will:

- exhibit leadership and/or entrepreneurial qualities
- communicate effectively and act as a team player
- be well versed in modern digital marketing tools and the strategy, tactics and methods of marketing
- effectively manage marketing projects with an awareness of his/her organization's ethical and social responsibilities

## PROGRAM LENGTH

- 12 months, 42.00 credits

## GRADUATION REQUIREMENTS

To graduate, a student must achieve an overall GPA of at least 4.40 (B-). Students must complete the following to be eligible to graduate from the program(s):

- 33.00 credits of Required Core Courses
- 9.00 credits of Elective Courses

## ORIENTATION

- Attendance is mandatory for MMKG orientation in September.

## STUDENT SUCCESS COORDINATORS

Lyndsay Vair  
 Fern Best  
 Student & Enrolment Services  
[studentservices@schulich.yorku.ca](mailto:studentservices@schulich.yorku.ca)

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## **Pre-Start Program**

The MMKG will require the completion of three terms of full-time study preceded by a mandatory pre-start program consisting of:

- Satisfactory completion of online courses in Accounting, Finance and Statistics.



# Master of Marketing (MMKG)

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## Promotion Standards

1. Students enrolled in the Master of Marketing program will be reviewed as follows to determine whether or not they have met promotion requirements below:

- initial review upon completion of Term 2
- subsequent review at the end of each following term

2. To maintain their standing in the program, all students must maintain a GPA of at least 4.20 and not receive a grade of F in more than 3.00 credits of course work.

3. Students who do not meet these requirements will be withdrawn.

4. Students who fail a required course must retake it. Students who fail an elective course may retake it, or may elect to take another course. Students who re-take a failed course and receive a second failing grade will be withdrawn.

5. A student who has been withdrawn from the program is advised to seek the help of a Student & Enrolment Services advisor to discuss the best way forward. The student may petition to the Student Affairs Committee to be allowed to continue in the program without having met the promotion requirements.

## Co-Curricular Opportunities

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### Future of Marketing Magazine

[schulich.yorku.ca/future-of-marketing-magazine](http://schulich.yorku.ca/future-of-marketing-magazine)

MMKG students are in charge of curating and running the 'Future of Marketing' digital magazine. The Future of Marketing magazine is entirely student run and is the largest digital publication on the topic with over 46,000 viewers and 10,000+ followers. The magazine reports on the latest developments in marketing including artificial intelligence, facial recognition, AR/VR voice search, digital assistants, marketing automation, privacy and much more.

### Future of Marketing Institute

[futureofmarketinginstitute.com](http://futureofmarketinginstitute.com)

MMKG students are active participants in the Future of Marketing Institute (FOMI). The Institute, which is sponsored by Schulich, is the premier global forum on teaching, research, and outreach on future of marketing topics. MMKG students are invited to write articles for FOMI and both participate and volunteer in various workshops and seminars held throughout the academic year.



# MMKG at a Glance 2023-24

Master of Marketing (MMKG)		
Term 1 (Fall) 15.00 credits	Term 2 (Winter) 15.00 credits	Term 3 (Summer) 12.00 credits
MSTM 5000 3.00 Business Communication & Team Dynamics	MKTG 6000 3.00 Marketing Field Project 1: Strategy	MKTG 6001 3.00 Marketing Field Project 2: Implementation
MKTG 5200 3.00 Marketing Management	MKTG 6140 3.00 Consumer Insights	MKTG 6550 3.00 Brand Management
MKTG 6050 3.00 Marketing Research	MKTG 6370 3.00 Marketing Analytics	MKTG 6810 3.00 Creativity in Marketing
MKTG 6560 3.00 Digital Marketing Strategy	6000-Level Marketing Elective (3.00 credits)	6000-Level Marketing Elective (3.00 credits)
ACTG 5200 3.00 Financial Decisions for Managers	6000-Level Marketing Elective (3.00 credits)	<input type="checkbox"/> Core courses <input checked="" type="checkbox"/> Elective credits*

\*Students will be able to choose from any currently offered Marketing electives, which are shared with MBA students.



**EXPLORE THE MMKG ONLINE!**  
[schulich.yorku.ca/programs/mmkg](https://schulich.yorku.ca/programs/mmkg)

# Faculty

Throughout your Schulich Master of Marketing, you will be challenged by our award-winning faculty, who are experts in a broad range of functional and program areas as well as successful industry practitioners.

## Program Director

**Grant Packard**  
BS (Colorado); MBA (McGill); PhD (Michigan)  
Associate Professor of Marketing

## Ajay K. Sirsi

Hons BComm (Delhi, India); MBA (Oklahoma); MA (Florida); PhD (Arizona)  
Associate Professor of Marketing  
Director, Center For Customer Centricity

## Alexandra Campbell

BA Hons (York); MBA & PhD (Toronto)  
Associate Professor of Marketing

## Ashwin Joshi

BAS Hons (Trent); PhD (Queen's)  
Associate Professor of Marketing  
Director, MBA Program  
Academic Program Director, Schulich India

## Detlev Zwick

MS (Montpellier); MS (Memphis); PhD (Rhode Island)  
Associate Professor of Marketing  
Dean, Schulich School of Business

Tanna H. Schulich Chair in Digital Marketing Strategy

## Eileen Fischer

BA & MAsc (Waterloo); PhD (Queens)  
Professor of Marketing  
Anne & Max Tanenbaum Chair in Entrepreneurship and Family Enterprise  
Director, PhD Program

## Ela Veresiu

iBBA (York); PhD (Witten/Herdecke)  
Associate Professor of Marketing  
Coordinator, Marketing PhD Program

## M. David Rice

BA (Manitoba); MS & PhD (Illinois)  
Associate Professor of Marketing  
Executive Director, Future of Marketing Institute

## Markus Giesler

BA & MA Economics & MBA & PhD (Witten/Herdecke)  
Associate Professor of Marketing

## Nicole Mead

BA (UBC); PhD (Florida)  
Associate Professor of Marketing

## Peter Darke

BSc (McMaster); MA & PhD (Toronto)  
Professor of Marketing

## Russell Belk

BS & PhD (Minnesota)  
Professor of Marketing  
Kraft Foods Canada Chair in Marketing  
Distinguished Research Professor

## Theodore J. Noseworthy

BComm (Ryerson); MBA & MSc (Guelph); PhD (Western)  
Associate Professor of Marketing  
Canada Research Chair in Entrepreneurial Innovation and the Public Good

## Yigang Pan

BA & MA (Beijing); MPhil & PhD (Columbia)  
Professor of Marketing and International Business

## Jane-Michele Clark

Adjunct Professor of Marketing

## Joe Fayt

Adjunct Professor of Marketing

## Ashley Konson

Adjunct Professor of Marketing

## Margaret Hastings

Adjunct Professor

## Martin Waxman

Adjunct Professor

# Course Descriptions

NOTE: Not all courses listed are offered every term. For full course details, visit the [Schulich Course Offerings database](#).



## **ACTG 5200 3.00**                      **Financial Decisions for Managers**

This course will provide students with an understanding of the financial implications of managers' decision making and how financial measures can be used to monitor and control business operations. Concepts will include capital budgeting, financial statements, break-even analysis, non-routine decision making, pricing decisions, profit and loss calculation, ROI, and Operating Budget and budgeted financial statements.

## **MKTG 5200 3.00**                      **Marketing Management**

This course familiarizes students with the major marketing concepts (buyer behaviour, segmentation, targeting, positioning, product/service development and management, pricing, distribution, communication). It stresses the application of these concepts to profit, not-for-profit, large, small, new, mature, service, product-based, domestic and international organizations. It also develops specific skills such as problem-solving, verbal presentation, business writing and group work.

## **MKTG 6000 3.00**                      **Marketing Field Project 1: Strategy**

In this course, students work with an assigned client to clearly establish outcomes for the client and to develop the most effective and efficient means by which to attain these outcomes. The course is intended to develop analytical skills, presentation skills, and an ability to work in time-sensitive environments.

## **MKTG 6001 3.00**                      **Marketing Field Project 2: Implementation**

In this course students work with their assigned client to implement their solution and to devise course corrections to their implementation plan as merited by the results that they are observing. Students learn key principles of project management and reflect on key ethical principles over the course of this project.

## **MKTG 6050 3.00**                      **Marketing Research**

This course develops students' understanding of basic and advanced market research methods. Students learn to evaluate completed research projects and conduct research studies, developing proficiency in defining research questions, developing research designs, selecting appropriate samples, conducting analysis and writing actionable management reports. Also examined are mobile research, brand maps, social media monitoring/metrics, Big Data, consumer surveillance and data privacy issues. Prerequisite: SB/MKTG 5200.030

## **MKTG 6140 3.00**                      **Consumer Insights**

Anticipating consumer response is at the heart of marketing strategy. Consumer theory provides a broad framework for effectively designing marketing research that speaks to strategy, as well as identifying key consumer insights in data interpretation. This course examines contemporary theories and research concerning common forms of consumer behaviour, and uses these concepts to provide practical insights into all aspects of the marketing mix. The topics relate to many different elements of the consumer behaviour process, including: perception, motivation, memory, self-concept, attitude judgment, choice, post-purchase responses, and consumer culture. Measurement, testing, and interpretation of consumer responses are emphasized throughout.

## **MKTG 6370 3.00**                      **Marketing Analytics**

Students learn methods and techniques to analyze and report on data generated from marketing activities. Common web analytic platforms such as Google Analytics will be reviewed and used to report on digital marketing activities. Key performance indicators (KPI), marketing dashboards, return on investment (ROI), customer satisfaction, loyalty and social media metrics will be generated and analyzed to meet the reporting needs of a broader marketing management strategy.

## **MKTG 6550 3.00**                      **Brand Management**

In the complex contemporary world of marketing management, Brand Management must be both an art and a science. This course applies marketing strategy to the challenge of gaining sustainable competitive advantage in the global marketplace of brands. With a fundamental focus on building and maintaining strong brands with loyal consumer bases, a range of topics and teaching techniques are utilized.

Prerequisite: SB/MKTG 5200 3.00

**MKTG 6560 3.00                      Digital Marketing Strategy**

This course explores the ways in which digital marketing tools support overall marketing and business strategies. The course covers both fundamental strategic challenges as well as specific digital marketing tools. It will discuss which aspects of the business should be delivered online, and to inform executive decisions about how digital marketing environments affect communication, pricing, channel, targeting and positioning strategy.

**MKTG 6810 3.00                      Creativity in Marketing**

In the practice of marketing, rapidly changing consumer expectations and experiences, shaped by new and emerging communication technologies require marketers to generate creative solutions to marketing problems. Creativity is now a requirement for marketing effectiveness. This course develops an understanding of the creative process and presents practical applications to enhancing creativity for marketing problems and opportunities.

**MSTM 5000 3.00                      Business Communication  
and Team Dynamics**

This course will sharpen students' ability to communicate in both verbal and written formats. Students will learn how to design, create, manage, and work effectively within teams. The course uses a workshop format that relies heavily on in-class experiential learning, including small group exploration, class discussions, self-assessments and peer feedback, developing skills in communication and the management of team dynamics.





**Master of Marketing**  
Academic Handbook  
2023-24

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**CONNECT:**

Student Services &  
International Relations

[studentservices@schulich.yorku.ca](mailto:studentservices@schulich.yorku.ca)  
SSB W263 | 416-736-5303

*Last Updated: August 17, 2023*

