COURSE OBJECTIVE

This course introduces the conceptual underpinnings and operational facets of marketing with a primarily consumer (as opposed to an industrial) focus. Prerequisite: ECON 1A06 or 1B03 and registration in any Commerce, Engineering and Management or Honours Business Informatics program; or a grade of at least B- in one of ECON 1A06, 1B03, 2G03, 2X03, and registration in any four or five-level non-Commerce program. Enrolment for students in the Business Minor will be limited to forty spaces on a first-come, first-served basis. Note that all prerequisites for these courses must also be satisfied.

INSTRUCTOR INFORMATION

<table>
<thead>
<tr>
<th>Instructor</th>
<th>Email</th>
<th>Section 2</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christina DeVries</td>
<td><a href="mailto:devric3@mcmaster.ca">devric3@mcmaster.ca</a></td>
<td>Yuyan Wei</td>
<td><a href="mailto:weiy21@mcmaster.ca">weiy21@mcmaster.ca</a></td>
</tr>
<tr>
<td>Office Hours:</td>
<td>By Appointment</td>
<td>Section 6</td>
<td>Farhad Sadeh</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:sadehf@mcmaster.ca">sadehf@mcmaster.ca</a></td>
</tr>
</tbody>
</table>

Course Elements

<table>
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<tr>
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<tbody>
<tr>
<td>3</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>No</td>
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<td>Yes</td>
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<td>Yes</td>
</tr>
</tbody>
</table>

DESCRIPTION

Marketing is the core business function: it is the process by which individuals and organizations get what they need or want by creating and exchanging goods, services or anything of value with others. You will be introduced to the marketing environment and the forces (namely social, economic, regulatory, competitive, and technological) that affect decision-making. As well, the importance of global marketing and ethical decision-making will be reviewed.

During this course, students will learn about the 4Ps of marketing: product, price, promotion, and place. The philosophy of the course is: fundamentals, today. While the focus will be on the fundamentals of marketing (i.e. theory), integrated throughout the course you will be exposed to tools, strategies, and industry examples of how those fundamentals are applied today.
Marketing is rapidly changing with the advent of new technologies and changing expectations, how best a business can adapt to those changes may dictate their future success.

The fundamentals and recent concepts learned over the term will be integrated in your group work submissions. This exposure will give you an appreciation of Marketing as it is really practiced and it will be the foundation for future marketing courses. It is through this group work that you will develop and experience some of the course elements such as participation, leadership, numeracy, oral skills, written skills, and IT skills.

**LEARNING OUTCOMES**

Upon completion of this course, students will be able to complete the following key tasks:

1. Understand the principles, techniques, and terms used by marketing practitioners;  
2. Formulate a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis as it applies to your chosen industry and company, within the Canadian marketplace;  
3. Write business reports that integrate your research and analysis;  
4. Apply ethical principles and practices in marketing research; and  
5. Develop your time management, organization, communication (both oral and written), and research skills while working in a team.

**REQUIRED COURSE MATERIALS AND READINGS**

Marketing (including access to Connect with Smartbook 12 months), 3rd Canadian edition - Grewal, Levy, Lichti, and Persaud. Purchase a copy at the book store (2 options available with special pricing for McMaster students)

**Print + Connect package Option**
ISBN: 9781259105043  
GREWAL | MARKETING WITH CONNECT WITH SMARTBOOK PPK | 2015 |  
List price: CAD$129.95

**Connect Digital Only Option**
ISBN: 9781259104312  
Title: Grewal McMaster U - Marketing 3ce - CONNECT w/SmartBook (365 Days)  
List Price: CAD$79.00

- Course Website: [http://avenue.mcmaster.ca](http://avenue.mcmaster.ca)
EVALUATION

All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

<table>
<thead>
<tr>
<th>Components</th>
<th>Weights</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Quizzes</td>
<td>15%</td>
<td>16 Pre-Quizzes *Lowest grade will be dropped</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12 Post-Quizzes *Lowest grade will be dropped</td>
</tr>
<tr>
<td>Team Contract</td>
<td>0%</td>
<td>Due Class #9</td>
</tr>
<tr>
<td>Team Project</td>
<td>20%</td>
<td>Due Week #11</td>
</tr>
<tr>
<td>Total:</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: The instructor reserves the right to modify these weightings during the semester; dates are tentative.

NOTE: The Team Project is due in the Dropbox by its 11:59 PM on the due date. A 25% penalty will apply to any late report within the first 24 hours following the deadline; after this the mark will be zero.

NOTE: There is an opportunity to earn an additional 3% towards your final grade. See Appendix A for details.


Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Percent</th>
<th>Letter Grade</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90 – 100</td>
<td>C+</td>
<td>67 – 69</td>
</tr>
<tr>
<td>A</td>
<td>85 – 89</td>
<td>C</td>
<td>63 – 66</td>
</tr>
<tr>
<td>A-</td>
<td>80 – 84</td>
<td>C-</td>
<td>60 – 62</td>
</tr>
<tr>
<td>B+</td>
<td>77 – 79</td>
<td>D+</td>
<td>57 – 59</td>
</tr>
<tr>
<td>B</td>
<td>73 – 76</td>
<td>D</td>
<td>53 – 56</td>
</tr>
<tr>
<td>B-</td>
<td>70 – 72</td>
<td>D-</td>
<td>50 – 52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>00 – 49</td>
</tr>
</tbody>
</table>

3
Communication and Feedback

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term. Instructors may conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Students who wish to have a course component re-evaluated must complete the following form:

http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf

In order for the component to be re-read:

- The component must be worth 10% or more of the final grade in the course;
- Students pay a fee of $50 in Gilmour Hall 209 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 112;
- The Area Chair will seek out an independent adjudicator to re-grade the component;
- An adjustment to the grade for the component will be made if a grade change of three points or greater on the 12-point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair;
- If a grade change is made, the student fee will be refunded
**INDIVIDUAL WORK**

**Online Quizzes (75%)**
Quizzes are completed online via Connect. Access to the Connect portal can be gained with your online access card (included in your purchased book). See Avenue for complete details.

There are 16 Pre-Quizzes + 12 Post-Quizzes. The lowest grade in each category will be dropped. Guidelines and quiz dates will be provided on Avenue and in Connect. Quizzes must be completed out of class time by the due date to count towards your final grade.

**GROUP WORK: DETAILS ARE POSTED ON AVENUE**

You will form a group of five students within your registered section.

**A. Team Contract (0%)**
When creating your Team Contract, follow the content and formatting requirements posted on Avenue. Take the Team Contract seriously as it will set out the group's expectations throughout the term.

**B. Meeting Minutes (0%)**
You are encouraged to complete meeting minutes for this team project. A template has been provided in Avenue. These will keep you informed of the progress and contribution of each member over the term. These must be submitted with the team project for review during the marking process.

A penalty will be applied to the Team Project if there are late, missing or incomplete meeting minutes. A minimum of 5 team meetings is expected.

**C. Team Project (25%)**
As a team, choose a Canadian industry, and a Canadian company that operates within this industry. The industry will incorporate all of the companies and activities, as defined by the NAICS or SIC code, and it must include at least three competitors. The company must primarily focus on business-to-consumer market activities. Base your choice on the following: (1) the availability of data; (2) the application of research techniques; and (3) your group interest. Exclusions will be discussed in class. You are discouraged from choosing a private company.

Together, your team will research your selected industry and evaluate the marketing plan for your company.

The report should include the following sections:

A. Canadian Industry Description and Analysis
B. Company Description and Analysis
C. Environmental Trend Analysis: PESTEL
D. SWOT Analysis
A detailed description of this team project is available in Avenue.

**Marking Scheme for Team Project**

Each group will receive a maximum of 25% of final grade. At the Instructor’s discretion, group members *may be required* to evaluate their personal performance and the performance of every individual and group. Working in a group can be simultaneously rewarding and challenging both in a university and work setting. Group members will become experienced in managing the group dynamic, workflow and output. It is not unusual in practice that some group members contribute much more than others. Some individuals may contribute little. The mechanism for peer evaluation will be outlined by the Instructor, in class.

**Team Project:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Format/Clarity</td>
<td>20%</td>
</tr>
<tr>
<td>[Review Avenue, Course outline, Citation Guide, grammar, spelling etc.]</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>40%</td>
</tr>
<tr>
<td>[Relevant information sourced by primary and secondary data]</td>
<td></td>
</tr>
<tr>
<td>Research Analysis and Conclusions</td>
<td>40%</td>
</tr>
<tr>
<td>[Logical and relevant as drawn from research]</td>
<td></td>
</tr>
</tbody>
</table>

The team project is designed to help students develop expertise in [a] conducting research and exacting relevant conclusions from the research and [b] analyzing a company's current marketing plan and competitive market position. The report allows the student to demonstrate skills in the areas of observation, communication and recommendation/creative thought.

**Report Formatting**

All submitted group work must be typed include a Title Page, and reflect the formatting expectations. Specific requirements for your submissions (e.g., Title Page, Team Contract, and Reports) will be discussed in the class and you are expected to incorporate these requirements (Refer to avenue for formatting guidelines, Team contract format, group meeting minutes format and peer evaluation format)

**Referencing**

The Citation Guide (based on the *Chicago Manual of Style, 16th Edition*) outlines how to format course Reports. You are required to use this document as it is the only acceptable format, and you will be graded accordingly. For example, a Report with footnotes will not be marked as the required format requires endnotes. Where a phone number is required, random calls will be made to confirm participation. Please notify your interviewees that they may be receiving a call. Guide: [http://library.mcmaster.ca/sites/default/files/businesscitation.pdf](http://library.mcmaster.ca/sites/default/files/businesscitation.pdf)
**ACADEMIC DISHONESTY**

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. **Plagiarism**, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. **Improper collaboration** in group work.
3. **Copying** or using unauthorized aids in tests and examinations

In this course we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to:

[http://www.mcmaster.ca/academicintegrity/turnitin/students/](http://www.mcmaster.ca/academicintegrity/turnitin/students/)

**Language for Use in Courses with an On-Line Element**

In this course we will be using McGraw Hill Connect with Smartbook. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.
REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

a) for absences from classes lasting up to three (3) days;

b) for absences from classes lasting more than three (3) days; or

c) for conflicts arising from Student Experience - Academic Office approved events

a) for absences from classes lasting up to three (3) days:

Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than 25% of the course weight. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course. Details are described below.

If the value of the component is worth 25% or more, students must report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF:

http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work

b) for absences from classes lasting more than three (3) days:

Students cannot use the MSAF. They MUST report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the Student Experience – Academic Office and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

c) for conflicts arising from Student Experience - Academic Office approved events:
Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroote Missed Course Work Policy for a list of conflicts that qualify for academic accommodation:

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

POLICY FOR APPROVED MISSED ACADEMIC WORK

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test at an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience – Academic Office, will have the weight of the missed work reallocated across other course components or an alternate evaluation. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension for the assignment at the discretion of the instructor. Please note, the student will ultimately be required to submit the assignment.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility
Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca

For further information, consult McMaster University’s Policy for Academic Accommodation of Students with Disabilities;


**POTENTIAL MODIFICATIONS TO THE COURSE**

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

**RESEARCH USING HUMAN SUBJECTS**

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

http://www.pre.ethics.gc.ca

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University’s research ethics guidelines:

http://reo.mcmaster.ca/

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or
communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

**COURSE WEBSITE: AVENUE**

Review Avenue daily as it will be used to communicate important information.

**PLACES TO GET HELP WITH YOUR WORK**

Attend class regularly and contact your Instructor if you have any concerns as this will contribute to a stronger academic performance in this course. In addition to Connect (online textbook resources), there are other resources and activities that you can consider to achieve your academic goals.

i) **Research: Innis Library, Online Tutorials, and Course Guide**

Innis Library staff can provide research assistance. Additional resources include online tutorials that illustrate how to efficiently search databases ([http://library.mcmaster.ca/guides/top-business](http://library.mcmaster.ca/guides/top-business)) and the course research guide, Finding Canadian Business Information ([http://library.mcmaster.ca/guides/commerce-2ma3](http://library.mcmaster.ca/guides/commerce-2ma3)).

ii) **Student Success Centre: [http://studentsuccess.mcmaster.ca/index.php](http://studentsuccess.mcmaster.ca/index.php)**

The Student Success Centre offers academic skills workshops that assist with the development of many academic and life skills. When on the site, you may also learn more about the academic support programs provided by the Student Success Centre that include skill development, learning effective strategies and resource support.

iii) **Create a Study Group**

A study group may contribute to a more productive studying experience. The study group should not replace individual studying as its value is to enhance what you have already (independently) learned.

iv) **Study Session**

Prior to the final, if the class feels it is required, the Instructor is willing to offer a final exam study session. **Details will be provided near the end of the term.**
<table>
<thead>
<tr>
<th>Week #</th>
<th>Topics</th>
<th>Source</th>
<th>Due/Other Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Course Intro&lt;br&gt;Overview of Marketing – Art and Science of Satisfying Customers</td>
<td>Course outline&lt;br&gt;Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic Planning in Marketing</td>
<td>Chapter 1 and 2</td>
<td>Connect Quizzes begin</td>
</tr>
<tr>
<td>3</td>
<td>Marketing Environment</td>
<td>Chapter 3</td>
<td>Team Contract Due</td>
</tr>
<tr>
<td>4</td>
<td>Marketing Research&lt;br&gt;Consumer Behavior</td>
<td>Chapter 7&lt;br&gt;Chapter 4</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Segmentation, Targeting, and Positioning</td>
<td>Chapter 6</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Developing New Products&lt;br&gt;Product, Branding, and Packaging</td>
<td>Chapter 8&lt;br&gt;Chapter 9</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Services Marketing</td>
<td>Chapter 10</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Pricing Concepts and Strategies</td>
<td>Chapters 11</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Distribution Channels&lt;br&gt;Multichannel and Retail Marketing</td>
<td>Chapters 12 and 13</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Integrated Marketing&lt;br&gt;Communications&lt;br&gt;Promotion and Personal Selling</td>
<td>Chapter 14&lt;br&gt;Chapter 15</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Social and Mobile Marketing</td>
<td>Chapter 16</td>
<td>Group Project Due</td>
</tr>
<tr>
<td>12</td>
<td>B2B Marketing</td>
<td>Chapter 5</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Global Marketing&lt;br&gt;Ethics and Socially Responsible Marketing</td>
<td>Chapter 17&lt;br&gt;Chapter 18</td>
<td></td>
</tr>
</tbody>
</table>
You may receive 3% of your grade as a bonus mark in this course by participating in the DSB Marketing Research Participation System (DSB MR PS). This system is designed to: (a) Facilitate research and knowledge creation by faculty and graduate students in the Marketing area. These knowledge creation activities can help enhance the reputation of the school and of the university. And (b) enable undergraduate students taking Introduction to Marketing to gain an appreciation for research and the research process by participating in actual research projects. All the research studies have been reviewed and approved by MREB (McMaster Research Ethics Board).

The system is administered at the following website: https://degroote-marketing.sona-systems.com/. On your first visit, you should request an account using your McMaster email address. This online tutorial (https://www.youtube.com/watch?v=_1OnT2ZU6QQ) contains step-by-step demonstrations of Sona’s features. Once you are registered on Sona, you will receive emails with periodic updates when studies become available for you to sign up. A maximum of 3 bonus marks (3% of course grade) can be earned from either study participation or an article review.

You must still request an account as a participant at https://degroote-marketing.sona-systems.com/ if you are pursuing the research participation alternative (journal article review). The deadline to participate in research studies or submit journal article reviews is 5:00 pm on the last day of classes. No exceptions! Any study or journal article review crediting will be updated on the above website by 5:00 pm on December 8th.

Note that the maximum 3% bonus is contingent on the availability of research studies during the term. We do not guarantee that students will be able the bonus mark through research studies. As in all courses, you should prioritize earning 100% of your grade through mandatory course components.

If you are curious about the studies, but do not want to have your data collected, you can opt for “walking through” the study, which allows you to learn about the research as observer. If you choose this option, you still need to request a Sona account, sign up for the study and be present at the place and time where the study takes place. Just inform the person conducting the research that you want to “walk through the study” so that they can unlock any parts of the survey that may require an answer from participants.

Students should be aware that missing a class for which you are registered in order to participate in DSB MR RPS studies is unacceptable.

Research Participation Alternative: Harvard Business Review or MIT Sloan journal article reviews

If you are unable or unwilling to participate in research studies to earn bonus marks, we provide an alternative means of earning the 3% (3 points) of bonus marks. This alternative entails writing reviews of academic journal articles. To learn more about and/or participate in this option, you must self-register using the Sona link above. Once you complete the registration, you will find more information on how to complete the reviews, the required format, and the submission process.