Commerce 3MC3
APPLIED MARKETING MANAGEMENT
Fall 2025 Course Outline
Marketing Area

COURSE OBJECTIVE

This course builds upon material covered in 1MA3 / 2MA3 - Introduction to Marketing. It relies on practical, real world case studies to develop your marketing decision-making skills, and your ability to analyse the business environment in which organisations operate. A major field project, which has student teams working with businesses to audit current practices, study the environment and develop a marketing plan, is a critical part of this course.

INSTRUCTOR AND TA CONTACT INFORMATION

Dr. Bharat L. Sud
Lecturer, Marketing
Email: sudb@mcmaster.ca

Teaching Assistants: TBD

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker:	No

COURSE DESCRIPTION

The purpose of this course is to explore practical applications of marketing concepts in business situations. Case studies are used to give practice in analyzing opportunities, solving marketing issues, and preparing implementation plans. This course is taught primarily through the case-method and an industry project but might also include readings, lectures, videos and workshops.

LEARNING OUTCOMES

The course will help you to:

1) Understand the application of essential marketing concepts
2) Develop essential skills in marketing analysis, decision making and strategy formulation.
3) Test your skills in communicating analysis, conclusions, and recommendations; and
4) Understand the environmental, global, and ethical dimensions of marketing decision making given the dynamics of business markets and customer needs / decision criteria

COURSE DELIVERY

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Live Case Discussions	Synchronous	Live discussion led by the professor	**On campus**
Live Lectures	Synchronous	To guide and prepare students for marketing project, teamwork and case analysis	**On campus**
Readings	Asynchronous	Students will read and prepare for in-class discussions	**Course pack and Posts on A2L**
Group Work	Asynchronous	Work in groups to complete two oral presentations, one written case analysis, and a final marketing plan report.	**At each group's discretion**

1

REQUIRED COURSE MATERIALS AND READINGS

Custom Courseware – **3MC3 Cases– Case pack available in book store and a couple of cases to be purchased through Ivey Case Publishing.**

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 may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

EVALUATIONS	WEIGHT	DESCRIPTION
Participation and Class Contribution	20%	Determined based on contributions during live case discussions. Check grader on A2L.
Group Case Analysis	20%	Formal written analysis of an assigned case – maximum ten pages of text plus exhibits

Marketing Plan Report - Team	30%	Formal written report to solve a problem for a client company and shared with both the company and the professor (due Monday, December 8, 2025)
Interim Oral Presentation - Team	10%	TEN MINUTE PowerPoint presentation delivered by all team members in class. Followed by THREE MINUTES FOR Q & A (Total 13 minutes)
Final Oral Presentation - Team	20%	TWENTY MINUTE PowerPoint presentation delivered by all team members in class. Followed by FIVE MINUTES FOR Q & A (Total 25 minutes)

A. CLASS PARTICIPATION AND CONTRIBUTION (20%)

It is our belief that highly interactive environments are the breeding grounds for excellence in stimulating idea generation, enhancing communication skills, improving analytical processes, fostering collaborative networks, testing assumptions, and having fun! This is also the time and place to develop the assertiveness and communication skills that are necessary for success in business. Consequently, we value and reward contribution. NO MARKS ARE AWARDED FOR ATTENDANCE. Class participation and contribution relates to:

- Being prepared for class discussion – demonstrate good knowledge of case content;
- Offering case analysis in a critical and constructive manner
- Eager / willing to debate issues using logic and integrating knowledge of basic marketing concepts; Listen and react to comments made by other students
- Articulate arguments with clarity and persuasion
- Demonstrate initiative to bring new, relevant, and industry-specific knowledge to case / class discussion
- Debate and challenge are important activities that help in the learning process and the willingness to engage in respectful debate with classmates is rewarded.

Participation marks will be posted every two weeks throughout the course. Please take the initiative to review your progress with the TA. Absence from class is a serious matter, since you obviously cannot participate if you are not there. If there are legitimate reasons for you to miss class, you need to provide documentation to the Academic Programs Office.

The key to high contribution grades is making a quality contribution to every class. Marks will be awarded on both quality and consistency. **Typical expectations are – ONLY TWO COMPLETE analytical comments per case discussion - an example would be arguing SWOT**

with a correct `So What' OR offering a well-argued solution to a problem using evidence plus theory. Regurgitation of facts from within the case is worth only up to 30% of the marks.

B. TEAMWORK

Teams will consist of no more than **FIVE students** (some exceptions will be made by instructor given class numbers). **All members should be attending the same section**. Please complete the team form on the last page of this outline and **upload to designated folder on Avenue as a scanned PDF by Friday, September 19th.**

- 80% of your mark in this course is based on teamwork so choose your fellow team members wisely.
- To encourage equal contribution, peer evaluation will be used to assess each member's work.
- Teams are encouraged to set some ground rules and expectations early in the term and to have a short feedback session following the completion of each assignment so that individuals are made aware if their input is less than expected by their team.
- **An interim peer evaluation is to be submitted after interim presentations and a final peer evaluation to be submitted along with the completed Marketing Plan.**
- *These two evaluations need only be completed if the distribution of grades is not equal. An email confirmation of the evaluation is to be sent by each team member using their McMaster University email account. (If you fail to do so, the professor will assign your evaluation marks as per his discretion based on information available to him).*
- *Peer evaluations MUST be supported by documentation / emails that are evidence of the ongoing feedback given and expectations set for the defaulting team member(s)*
- Peer evaluation is a true reflection of each team members' contribution to group effort. Some members (i.e., those that contribute the most) may find that their overall grade will go up as a result of the evaluation. Note: High peer ratings can only add one grade point to your mark in the course. Others may find that their overall grade will go down - note: the peer evaluation process can impact you negatively with no cap on the grades you can drop.

Experience with teams has shown that most troubles arise because individuals do not respect the group process. The first team meeting should happen in the first two weeks. At this meeting, you might want to choose a coordinator who will facilitate the work. This is also a good time to set the parameters for teamwork such as: when and where the team will meet, attendance including punctuality, and preliminary assignment of tasks. You should also make a calendar of all "good" and "bad" times for the team (i.e., when team members have commitments to work, tests, major assignments, social commitments, holidays, etc.).

C. GROUP HAND-IN CASE (20%) – DUE WEDNESDAY, OCTOBER 8TH – UPLOAD TO AVENUE DROP BOX AS A PDF DOCUMENT

Your group's case analysis should be no more than ten pages plus any appendices that you choose to include. Appendices consist of information that supports the body of your report but is too detailed or voluminous to include in the body. This is where any financial analysis or decision matrices should be housed. Appendices must be referenced in the body of the report. Title page and table of contents are not included in ten-page limit. Structure as follows:

Section	**Contents**
Title Page Table of Contents	• Title of case, date, your name and student number • Major sections of paper, exhibits (if any)
Problem/Issue Identification *Worth about 5%*	• Think about symptoms (indicators of business performance) and root causes (reasons for gap in performance if any) • Your perception of the problem may be different from that of "players" in the case. All following sections should be analysed in context of the problem • The dilemma proposed in the case by the author is NOT to be regurgitated
Marketing Audit *Worth about 15-20%*	• Identification of current marketing practices i.e. details of 4P's and Current Positioning (if evident); • Current Target Market / Segmentation Strategy / Consumer Needs and Decision Criteria. • Some of the current strategies may not be evident but can be inferred
SWOT (Internal and External Analysis) – *Worth about 35-40%*	• Critical analysis of the firm's key strengths and weaknesses – they are directly controllable by management. Should be taken only from the case and discussed using the "So what?" argument – giving the implication on the problem / challenge • Thorough analysis of external environment – identification of opportunities and threats given the Social / Cultural trends; Demographic Trends; Economic, Political, Legal or Technological Influences etc. (focus only on what is presented in the case – ***do not undertake any external research***). Use "So what?" to argue implications for the business given the problem at hand • Use one sub-heading for Strengths, one for Weaknesses, One for Opportunities and One for Threats • You may also find that several characteristics can be grouped. For instance you might suggest that a firm is innovative because a. it launches new products every year; invests in new technologies and invests significantly in R & D. Focus on the SW or OT most important to problem and goals • ***Note: If you find yourself writing, "The firm has an opportunity to …" you have identified a marketing tactic***

Section	Contents
	not an opportunity. A controllable issue is NOT a part of the external environment.
Business Objectives and Marketing Strategy (two alternatives) *Worth about 25-30%*	• Propose and argue the quantitative and / or qualitative objectives you wish to achieve based on numbers in case • Propose two strategies to solve the problem / achieve objectives. Clear, detailed marketing mix for each alternative – 4P's and Target Market (highlight new or emerging needs you are targeting). You need not make changes to each P in the mix. • Use relevant marketing tools to support alternatives • Ensure direct link between alternatives and analysis of current marketing situation / opportunities / threats. • Discuss pros and cons of each strategy proposed. • Identify one of the two strategies as the one you recommend. Discuss reasons for choosing this over the other alternative – using decision criteria
Implementation Plan *Worth about 5%*	• Action plan of key activities to implement strategy • Addresses the *what, when and how* (if enough information is available then it can include the *who and where*) • Can be proposed in chart form
Bibliography	• Only necessary if you use material from outside the case. The contents of the case need not be referenced.
Case Assignment Format Guidelines *Worth about 5%*	• Ten Pages **not** including title page, table of contents, reference and appendices (essential elements of the case like 4P's and SWOT do not belong in the appendices) • Typed using a font size of twelve, double-spaced and with one-inch margins all around. Good grammar and spelling – whole numbers ten or less should be written in words

TIMING

Written case assignments will be accepted for grading only by noon on the assigned due date. Please do not wait until the day the report is due to complete it. Computer viruses, printer problems, file or disc problems, etc. should all be detected and corrected before the due date. Successful business people plan to avoid such things. We will endeavour to return the cases to you in two to three weeks.

D. Marketing Plan – Due Monday, December 8th, 2025.

Each team of students will work with a "client" who needs a marketing plan completed. Students are encouraged to develop their own leads. The business must be approved by the Professor/TA.

COMPLETE ONE FORM (LAST PAGE OF THIS OUTLINE) AS A TEAM AND UPLOAD BY September 28, 2025 at 4:30pm

MARKETING PLAN CLIENT PROFILE –

- Owner operated small business either brick and mortar or e-Commerce operating within Canada and selling to customers in Canada only. Products or Services are acceptable.
- B2C Businesses are recommended given easier access to industry and market info.
- Franchisee locations of national / global brands are not permitted though multi-location small businesses are acceptable. You are allowed to focus on one location / geography or one product / service line within a product portfolio.
- Business must be in operation for some period – the longer this period of time the better for analysis. Start-ups are allowed – either in market already or ready to launch
- Owner must be willing to share broad business performance trends and customer segments data. We DO NOT expect you to access accounting reports / financial statements or learn about margins and profitability numbers

Each team project will be evaluated based on -

- **Interim presentation** – solid understanding of the business and its current marketing practices along with an assessment of strengths and weaknesses. **Time limit of 10 minutes** plus **three** minutes for Q & A. DRESS CODE: BUSINESS INFORMAL
- **Final presentation** will consist of current practices, SWOT and Strategies – client should be invited. **Time limit of 20 minutes** plus **five** minutes for Q & A / discussion. DRESS CODE: BUSINESS FORMAL
- **Final Report –** structure outlined in the following pages**.** Limit o**f FORTY PAGES not including cover page, table of contents and bibliography**

The two presentations will be made using PowerPoint in person. Please ensure that you DO NOT post any client info in social media or in the public domain without prior approval and client permission in writing.

ALL team members must participate equally in delivering the presentation. ***ATTENDANCE FOR ALL OTHER TEAM PRESENTATIONS IN YOUR CORE IS MANDATORY***.

Interim Presentation (10%): MSAF not applicable given group work

Organizational Background – discuss evolution / milestones, organizational structure, details of education / training and business / other experience and expertise of owners, managers, etc identify employee numbers / roles; industry or market recognition received etc

1. **Discuss Current Marketing Situation:**
    a) Product Strategy - include lines, service elements, best / worst sellers, sizes, packaging, store layout… IMPORTANT TO IDENTIFY: **What customer need**

is fulfilled by this product / service? What is the decision process and what are decision criteria used by the customers?

b) Pricing Strategy – provide ranges, comment on strategy, trends …
c) Promotion Strategy - include examples and spend on each element – mass media, flyers, direct sales, and direct mail. Discuss current image; branding: colours, logo.
d) Positioning - have a clear basis – product attributes / pricing; `How is this product distinguishable from its competitors / how is it perceived by its customers?'
e) Placement / Distribution Strategy– address, map, surroundings, hours of operation, distribution partners including key suppliers etc
f) Target Market – Answer the questions: `Who is the Current Customer?' Where is the customer coming from – geographically? How and why customers choose this product? When do they buy? How do they use this product?

2. **Business Problem** - Identify Quantitative Symptoms, discuss root cause, use theory; Business performance analysis is a critical component in arriving at problem – you will need to start work on the project quite early to accomplish this
3. **Objectives** Quantitative (desired) and / or Qualitative. For example – advertise using social media or move to new location are not objectives but tactics within a strategy
4. **Industry Analysis** – market size / category sales volume and other significant performance trends– ALL QUANTITATIVE industry info using NAICS / SIC Codes

Final Presentation (20%): ***This component is equivalent to a final exam*** ***MSAF not accepted.***

1. **Overview of business,** Details of current strategy - 4P's,
2. **Target Market Analysis**. Provide insights on segments and needs served. As applicable - discuss decision making unit and influences; Key decision criteria; Decision process /journey
3. **Review of Business Problem and Business Objectives (SMART for 24-36 months)**
4. **External Environment**: Measuring Current and Estimating Future Demand – Industry Performance Trends; Forecasts; Findings from analysis of Social / Cultural, Demographic, Economic, Political / Legal and Technological Environment / Trends / Forecasts
5. **Nature of Competitive Environment** – Competitive Advantages and Disadvantages; Primary / Secondary Competitors; Aggressiveness of Competition
6. **Marketing Strategy Alternatives and Recommendation** – Develop TWO Strategies with detailed insights on changes to 4P's; budgets; pros and cons; decision criteria; use of theory; how it solves problem and meets goals etc

Marketing Report (30%): Due by 4:30 pm EDT on December 8th – upload to Drop box on Avenue as a PDF file. THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM

Students must submit a marketing plan that is well thought-out, well organised, well written, accurate, and complete in its analysis. Clarity and conciseness are important.

The marketing plan written in this course is expected to aid management in deciding on and leading to the implementation of a particular strategy. All proposed decisions must be based on evidence collected through primary or secondary research. The business owner / manager is familiar with the facts of the case and probably has an idea of the various alternatives that should be considered. Your marketing plan should not merely repeat existing knowledge and reaffirm / reassure but can challenge existing notions using evidence. It should develop the information on opportunities and constraints in a manner that illustrates the depth of your understanding of the issues and reassure your reader that reasonable alternative strategies have been considered. It should convince the reader that the chosen solution is an appropriate one.

Providing the written plan is a very different task from the analysis that must precede it. In most instances, the same framework employed in your analysis cannot be used for your plan. The purpose of the framework for analysis was a problem-solving structure while the purpose of your written plan is the communication of your results. Also, the marketing plan is written for a particular purpose and person. The style of presentation, language usage and organisation should be suitable for that purpose and person. Do not write the marketing plan to your instructor. Business writing differs from expositional, literary writing in that it is more action oriented and provides an account of an opinion or decision. Your marketing plan is not an essay or interpretative literary composition; its purpose is to inform and persuade. Students may find that they are required to assume a more reportorial, analytical, objective voice and style of writing.

MARKETING PLAN STRUCTURE

The marketing plan has several sections. Detail is as follows.

TITLE PAGE

The first page is the title page and contains:

1. The name of the contact and organization including mailing address (centred on the page)
2. Team member names and student numbers,
3. Course and section number, and academic term
4. Instructor's name

LETTER OF COOPERATION

This may be an email from the business owner / manager confirming their willing participation in this project and must acknowledge their awareness of the fact that the information they have shared will be used for case analysis in class and other academic purposes.

EXECUTIVE SUMMARY

This should include:

1. A concise statement of the problem and objectives
1. A short summary of the major points arising from your analysis.
2. The major recommendations from your analysis including projected outcomes

Executive summaries should be a synthesis of the marketing plan, not just a point form version of the plan. The reader should be able to read this alone, and understand your analysis and decision. Thus, you cannot introduce new information into the Executive Summary. An Executive Summary is good practice for business marketing plans and the ability to summarise material is a skill that students must develop. The reader may find that the information contained in the summary section of the marketing plan is sufficient, or if he/she decides to read the complete marketing plan, find that the summary is preparation for the analysis that follows. ***The Executive Summary may be single-spaced. If the summary is longer than one page in length, it is too long.***

COMPANY INTRODUCTION *(ONE OR TWO PAGES)*
The introduction prepares your reader for what is to follow. The introduction should begin with a background on the company, its owners, and the organization structure etc it should include the industry sector classification based on NAICS / SIC codes etc. Images and diagrams are effective.

MARKETING AUDIT *(FIVE OR SIX PAGES)*
Offers full detail on the 4P's, market needs served, current target market and current positioning. Gives an insight into performance in different sectors, over time periods and highlights trends. ALL current marketing practices are detailed in this section but not critiqued. Images that exemplify each element and show depth of research are rewarded.

PROBLEM IDENTIFICATION *(ONE OR TWO PAGES)*
A formal problem statement is useful in furnishing your reader with some insight into your marketing plan. Be specific. Do not define or state a problem in vague terms or alternative courses of action. **USE FACTS.**

Make sure that you clearly and explicitly outline the problem. Don't confuse symptoms with the underlying causes. Ask yourself "why?" after each symptom that you generate; this should help in determining the underlying issue. For example, a weak problem statement would be "Revenue is going down". A better version will identify the numbers, compare it to previous years and to industry trends. Importantly, there could be many reasons why revenue is going down, and thus many possible solutions – most of which will not be effective unless you know *why* revenue is declining. Thus, revenue is a symptom of an underlying problem and if you can correctly identify this problem half the battle is won. *Do not state the problem as choosing from between a number of alternative strategies.*

INTERNAL / EXTERNAL ANALYSIS (10-12 PAGES)
Marketing plans usually include some sort of "Situation Analysis" where external (e.g., industry, competition, customers, category, and environment) and internal analyses are performed. The reader is only concerned with strengths, weaknesses, opportunities and threats (SWOT analysis) that have implications for the problem or for the solution to the problem. You must comment on the implications of all of the strengths, weaknesses, opportunities and threats that you mention. The reader shouldn't have to ask, "So what?" after each point is raised.

This section should be the bulk of your report and must include an estimate / analysis on size of market, discuss industry trends, use secondary research to highlight demand forecasts (for example: online purchases by Canadians are expected to exceed $100 billion by 2025 …reference). **All opportunities and threats must be accounted for under the headings – Social / Cultural Factors, Demographic Trends, Economic and Business Conditions, Political, Legal and Technological Issues, Primary / Secondary Competition (identify the 4P's for each of your major competitors; focus on in depth analysis on the real threats do not create a list of all possible competitors).** You must offer a sound perspective on the marketing practices and strengths/weaknesses of two major competitors.

Remember many small business owners are preoccupied with working in the business and accustomed to using their "gut feel". It is our responsibility to alert them to the "facts" in the marketing environment, for their product or service. Therefore, focus on identifying key trends and developing forecasts. ***Graph your information – use pictures and save on words.***

OBJECTIVES (ONE PAGE)

This part of the marketing plan will include a list of specific, measurable and time bound quantitative business objectives AND / OR rational qualitative objectives. The criteria by which to evaluate alternative solutions must be clear and so should be the rationale for the goals.

STRATEGY ALTERNATIVES & RECOMMENDATION (UP TO TEN PAGES)

This part of the marketing plan will include a discussion of TWO possible alternative solutions to the problem and achieve objectives. When you discuss alternative solutions to the problem, keep in mind that your alternatives should solve the problems as stated at the beginning of your analysis. Make sure that you discuss changes in the marketing mix commenting on each of the 4P's, the target segment(s), positioning, outcomes and pros and cons of each alternative. Make sure you assess each alternative against your decision criteria. Remember, the alternatives must fit with the current resources of the organisation. They must also use the SWOT.

The marketing strategy you recommend must be justified. The logic of your selection of one alternative course of action over the others must be apparent. The decision must fit with the objectives, strategy and resources of the organisation. The decision must be feasible given the competitive environment. Example - Discuss to whom are you selling and how will you distinguish your product from competition or talk about the competitive advantages your chosen strategy will provide. If you are planning on targeting multiple segments, how will you reconcile the fact that these segments may require different positioning approaches and/or different marketing mixes? Please comment on likely competitor reaction to your strategy.

IMPLEMENTATION AND CONTROLS (ONE OR TWO PAGES)

Include a guide for implementation. List specific action steps and include a time line. Outline the controls that will be used to monitor progress and allow higher management to review implementation results

BUDGET (ONE OR TWO PAGES)

Provide documentation to support costing on each tactic for example – include pricing for web development from a credible provider, advertising rates from a radio station / newspaper etc. Also include supporting notes / financial justification for the recommended strategy. Growth projections based on the implementation of the recommended strategy must be included - it shows the "bottom-line" of the decision. Ensure that the time period in your implementation match the time considerations in your objectives.

CONCLUSION (ONE PAGE)

The report should include a brief conclusion, summarizing how the solution best solves the problem identified at the beginning of the report.

REPORT FORMAT GUIDELINES

Please conform to the following:

1. Marketing plans should use readable fonts and numbered pages. Font size for the marketing

plan body should not be smaller than 12 point. Left / right margins must be no smaller than one inch each.

2. Executive Summary must be single-spaced.
3. The body of the report is not to exceed forty pages. Import all industry trend findings and reference graphs into the main body of the report. This page limit does not include the title page, table of contents, bibliography or other appropriate appendices. Marketing plans exceeding the 40-page limit will be penalised 5% of marks earned per page for every page past the limit.

3MC3 Marketing Plan Project Specific Guidelines- Businesses / 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 team. Furthermore, you must continue to respect this confidentiality even after the course is over.

It is important to note that any project related information (ownership, revenues, margins, business problem etc.) CANNOT be placed on the web / in the public domain like social media as this compromises confidentiality. **Use of free software tools or apps like Prezi is STRICTLY FORBIDDEN.**

ACADEMIC INTEGRITY

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. It is your responsibility to understand what constitutes academic dishonesty.

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 – for example, 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. For information on the various types of academic dishonesty, please refer to the Academic Integrity Policy located at:

https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/

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 teamwork.
3. Students are not permitted to use generative AI in this course. In alignment with McMaster academic integrity policy, it "shall be an offence knowingly to … submit academic work for assessment that was purchased or acquired from another source". This includes work created by generative AI tools. Also state in the policy is the following, "Contract Cheating is the act of "outsourcing of student work to third parties" (Lancaster & Clarke, 2016, p. 639) with or without payment." Using Generative AI tools is a form of

contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to:

www.mcmaster.ca/academicintegrity.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below; In this course MSAF cannot be used for interim or final presentations (same as a final exam) but the instructor will consider rescheduling where possible given emergencies or similar needs

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

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

ACADEMIC ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's *Academic Accommodation of Students with Disabilities* policy.

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

RESEARCH USING HUMAN SUBJECTS AND CONFIDENTIALITY

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from McMaster's Research Ethics Board before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact the board for further information about your requirements and the application process. This course, 3MC3, has been awarded pre-approval based on process proposed by the instructor. All research proposals must be approved by instructor. **More details on: https://reo.mcmaster.ca**/

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the *Code of Student Rights & Responsibilities* (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

EXTREME CIRCUMSTANCES

The instructor and university reserve the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Reasonable notice will be given with explanation and the opportunity to comment on changes. Changes will be communicated through regular McMaster communication channels such as McMaster Daily News, Avenue to Learn, and/or McMaster e-mail. It is the responsibility of the student to check these channels regularly during the term and to note any changes.

COPYRIGHT AND RECORDING

Students are advised that lectures, discussions, presentations, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary and analytical work, **including** lectures and discussions by University instructors.

The recording of lectures, discussions, presentations, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

A NOTE ON GRADING

The evaluation of all components in this course is to determine a grade is based on the quality of the submission. There is a bit of subjectivity in this evaluation as with most evaluations in social sciences; however, our experience indicates that there is a "standard" answer that defines the relevant concepts, makes a logical argument, and uses relevant examples where required. For problem solving, the "standard" answer involves identifying the issues, analyzing the facts and making relevant recommendations. Generally, this type of submission demonstrates basic understanding of course material and deserves a B. Submissions that demonstrate unique insights and provide a comprehensive understanding of the concepts/issues get rewarded accordingly with a B+, A-, A, A+. In determining the final grades, please keep in mind that submissions are evaluated absolutely and relatively. Reports are evaluated according to the requirements. Reports are also evaluated relative to one another to form a ranking from the best to the least good.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 3MC3 is considered an implicit acknowledgement of the course policies outlined above and as follows, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.** Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

OTHER IMPORTANT:

In this course we will be using email and Avenue to Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, usernames 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.

The following course schedule is based upon current university guidelines and may be subject to changes during the term. Any changes to the schedule or course delivery will be communicated on the course announcements section on Avenue to Learn. Please check the announcements prior to attending class.

Course Schedule

Week	Cases / Readings
Sep 1st	Discuss Elements of Course – Mark Distribution; Team FORMAT. • Structure of case discussions • Participation grading
Sep 8th	Marketing Project – Type of Business; Finding a Business Interim and Final Presentation; Final Report.
Sep 15th	**Case: Huron Canvas** *Audit / SWOT / Strategy* **Upload team form – Avenue Drop Box (due by September 19th)**
Sep 22nd	**Case: Thompson Brothers Funeral Homes** **Audit / SWOT / Strategy** **Upload Business Info for Marketing Project - See Project Details Form on Page 19 (due by September 28th)**
Sep 29th	**Case: Medicines Company (Ivey Publishing case)** *Pricing / Strategy*
Oct 6th	**Case: Limelight Cinema** *Strategies & Tactics* **(Hand-in Case due 4:30 pm Oct. 8th)**
Oct 20th	**Case: Building Hoopes Vision (Ivey Publishing case)** *Pricing/ Strategy*
Oct 20th	**Interim Presentations**
Oct 27th	**Case: Goof Proof (posted on Avenue)**
Nov 3rd	**Case: E.D. Smith & Sons Ltd.** *Product Strategies*
Nov 10th	**Case: Julius Schmid** *Strategies and Tactics*
Nov 17th	**Review the Marketing Plan**
Nov 24th	**Final Presentations – 20 + 5 Minutes All Team Members Participate; No MSAF**
Dec 1st	**Final Presentations – 20 + 5 Minutes All Team Members Participate; No MSAF**

EXAMPLES OF KEY CASE QUESTIONS AND RECOMMENDED READINGS (POSTED ON AVENUE)

Huron Canvas

1. Calculate value of kids clothing and accessories being sold at the store for which sales revenues are provided
2. Consider segments being targeted and clearly articulate basis
3. Develop some thoughts on Strengths / Weaknesses for the three stores and owner
4. Critically review proposed strategies and develop your thoughts on creating demand for kids line; also make observations in context of the picture provided

Read the section on Market Segmentation, Consumer Behavior and Promotion Strategy

Thompson Brothers

1. Identify performance-based problems being encountered. Consider size of market, market share, capacity etc.
2. Consider different segments, identify basis of segmentation, identify probable decision process / decision criteria and relate these to the 4P's.
3. Critically review the sample advertisement and analyze it given 4P's, current strengths, opportunities and customer segments / needs targeted.

Read the section on Market Segmentation and Consumer Behavior

Limelight Cinema

1. Do the break-even analysis (number of seats per show) on old price versus new price accounting for concessions, memberships sold, all costs etc. Assume minimum wage as $20 per hour; identify other assumptions and basis for each
2. Critically review the advertisements and overall current advertising strategy
3. Clearly identify weaknesses and threats given current / past 4P's as well as company history, business ownership structure etc.
4. Think about risks / rewards associated with membership strategy.
5. Develop some feasible ideas for demand creation given SWOT

Read through the sections on Market Segmentation, Consumer Behavior and Promotion Strategy. Also research popular loyalty programs and identify their key characteristics

E.D. Smith

1. Based on information available calculate performance issues as well as potential number of flavors that may not be breaking even – provide rationale
2. What are the quantitative objectives you might set? Why?
3. Think about opportunities and threats given competition and private labeling. Identify other significant consumption trends and contextualize given current jam market.
4. What are the critical weaknesses that are contributing to sales decline?
5. Develop short and long term strategies – think about changes to all 4P's

Read up on Product and Pricing Strategy. Also look closely at the section on Marketing Strategy and Tactics to develop your ideas.

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
PEER EVALUATION FORM
Please submit ONLY IF CONTRIBUTION WITHIN THE GROUP IS NOT EQUAL.

INSTRUCTIONS:

1. Please assign each person in your group an amount of money which represents each individual's contribution to the project, presentations and hand-in case.
2. Your total budget to distribute among the people in your group is $1,000 x (the number of people in your group). For example, if there are five people in your group, then pretend that you have $1,000 x 5 = $5,000 to pay to the group.
3. If everyone contributed equally, then pay each person $1,000.
4. Adjust the fee according to your honest personal assessment of the value of each person's contribution. In our example, the fee could be as low as $0 or as high as $5,000.
5. Your evaluation is to be done by you with no consultation with others in your group or from other groups.
6. In most cases, these evaluations will be valuable input to your professor in allocating marks. However, your professor might not use the evaluations under some circumstances.
7. TREAT THIS EVALUATION SERIOUSLY.
8. MAKE SURE THAT THE FEES PAID ADD TO $1,000 x GROUP SIZE.

GROUP NUMBER: _____ **YOUR NAME: ____________________________**

CLIENT ORGANIZATION: ____

GROUP MEMBER (alphabetical order)	FEE

COMMERCE 3MC3 – TEAM MEMBERS (Due September 19th, 2025)

Upload to Avenue drop box

TEAM #:____________(To be assigned)

STUDENT NAME ID# EMAIL

1.____

2.____

3.____

4.____

5.____

COMPANY NAME: ____

A) Briefly describe the product or service offered by your client.

____

____

____

B) Briefly describe the market for the product or service (consumer/customer description, key competitors, etc.).

____

____

____

C) Provide company contact name and phone number/e-mail address.

____