# Commerce 3MC3
# APPLIED MARKETING MANAGEMENT
# Winter 2026 Course Outline
# Marketing Area

## COURSE OBJECTIVE

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

## INSTRUCTOR AND CONTACT INFORMATION

**Section C02: Mon 14:30 – 17:20 Section C08: Thu 11:30 -14:20**

**Dr. Kai Christine Lesage**
Assistant Professor of Marketing
lesagek@mcmaster.ca
Office Hours: Thursdays 15:00 – 17:00 (by email appointment)

Teaching Assistant (TA) Information and Office Hours: See Avenue

## COURSE ELEMENTS

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Credit Value: | 3 | Leadership: | Yes | IT skills: | No | Global view: | Yes |
| A2L: | 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(s): | 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 may also include readings, lectures, videos, and workshops.

## *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 | Student will read and prepare for in-class discussions | **Course pack and Posts on A2L** |
| **Teamwork** | Asynchronous | Work in teams of Five to complete two oral presentations, one written case analysis, and a final marketing plan report | **At each team's direction** |

## *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

## *REQUIRED COURSE MATERIALS AND READINGS*

Custom Courseware: "***Commerce 3MC3 Applied Marketing Management***"
— **PURCHASE AT CAMPUS BOOKSTORE —** Retail price: $14.95

## *COMMUNICATION AND FEEDBACK*

Students who wish to correspond directly with instructors or TAs via email must send messages from their official McMaster University email account. This protects the confidentiality and sensitivity of information and confirms the student's identity. 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.

## EVALUATION

| EVALUATIONS | WEIGHT | DESCRIPTION |
|---|---|---|
| **Participation and Class Contribution** | 20% | Determined based on verbal contributions during live case discussions. |
| **Case Analysis - Team** | 20% | Formal written analysis of an assigned case – TEN PAGES maximum plus exhibits. |
| **Marketing Plan Report - Team** | 30% | Formal written report for a client company and shared with both the company and the professor (due Monday, April 13th, 2026, by 4:30 EST). |
| **Interim Oral Presentation - Team** | 10% | TWELVE MINUTE PowerPoint presentation delivered by all team members in class. Followed by THREE MINUTES FOR Q & A (Total 15 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). |

***Conversion***

At the end of the course, your overall percentage grade will be converted to your letter grade in accordance with the Commerce Grade conversion scheme shown below:

| LETTER GRADE | PERCENT | LETTER GRADE | PERCENT |
|---|---|---|---|
| A+ | 90 to 100 | C+ | 67 to 69 |
| A | 85 to 89 | C | 63 to 66 |
| A- | 80 to 84 | C- | 60 to 62 |
| B+ | 77 to 79 | D+ | 57 to 59 |
| B | 73 to 76 | D | 53 to 56 |
| B- | 70 to 72 | D- | 50 to 52 |
| | | F | 00 to 49 |

## *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. Students are expected to arrive on time and be prepared. Class participation and contribution relate 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

**PLEASE NOTE:** During case discussions, we do not allow the use of computers, smartphones, or any other tech devices in class (except during breaks). Please refer to the courseware pack and your handwritten notes, unless otherwise specified for a particular case discussion.

NOTE: Name cards are used to identify your class participation and contributions. You need one with your **full first and last name** clearly written and displayed for each class.

Participation marks will be posted every two weeks throughout the course. Please take the initiative to review your progress with the TA. There are ways the professor and TA can help you to participate more effectively if your marks are low, so do not hesitate to reach out. 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.**

In the past, students who received the highest grades in this course also had the highest participation marks.

## *B. TEAMWORK*

Teams will consist of no more than **FIVE students** (some exceptions will be made by the instructor, given class size). **All members should be attending the same section**. Please complete the team form on the last page of this outline and **upload it to the designated folder on Avenue as a scanned PDF by Friday, January 23, 10:30 am.**

- 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 is 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 her discretion based on information available to her).*
- *Peer evaluations MUST be supported by documentation/emails/screenshots 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 member's contribution to the group effort. Note: High peer ratings can only add one grade point to your mark in the course. Low peer evaluation has no cap on the grades you can drop, so please treat this evaluation seriously, as it can significantly impact your grades.

Experience with teams has shown that most troubles arise because individuals do not respect the group process. The first team meeting should take place within the first two weeks. At this meeting, 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 the 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, FEB 11TH, 1 PM EST – UPLOAD TO AVENUE DROP BOX AS A PDF DOCUMENT*

Your 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. The title page and table of contents are not included in the ten-page limit.

Timing

Written case assignments will be accepted for grading only **by 1:00 pm EST** 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.

Format

Please use the suggested case solution template listed below for your case submissions.

| Section | Contents |
|---|---|
| Title Page<br>Table of Contents | • Title of case, date, your name and student number<br>• Major sections of paper, exhibits (if any) |
| Problem/Issue Identification<br>*Worth about 5%* | • Think about symptoms (indicators of business performance) and root causes (reasons for gap in performance if any).<br>• Your perception of the problem may be different from that of "players" in the case. All following sections should be analyzed in context of the problem.<br>• The dilemma proposed in the case by the author is NOT to be regurgitated. |
| Marketing Audit<br>*Worth about 15-20%* | • Identification of current marketing practices i.e. details of 4P's and Current Positioning (if evident).<br>• Current Target Market/Segmentation Strategy/Consumer Needs and Decision Criteria.<br>• Some of the current strategies may not be evident but can be inferred. |
| SWOT (Internal and External Analysis) –<br>*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.<br>• 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.<br>• Use one sub-heading for Strengths, one for Weaknesses, One for Opportunities and One for Threats.<br>• Focus on the SW or OT most important to problem and goals<br>• ***Note: If you find yourself writing, "The firm has an opportunity to …" you have identified a marketing tactic not an opportunity. A controllable issue is NOT a part of the external environment.*** |
| Business Objectives and Marketing Strategy (two alternatives)<br>*Worth about 25-30%* | • Propose and argue the quantitative and/or qualitative objectives you wish to achieve based on numbers in case.<br>• 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.<br>• Use relevant marketing tools to support alternatives.<br>• Ensure direct link between alternatives and analysis of current marketing situation / opportunities / threats.<br>• 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<br>*Worth about 5%* | • Action plan of key activities to implement strategy<br>• Addresses the *what, when and how* (if enough information is available then it can include the *who and where*)<br>• 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<br>*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).<br>• 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. |

## *D. MARKETING PLAN – DUE MONDAY, APRIL 13TH BY 4:30 EST*

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 PROJECT DETAILS FORM (PAGE 21 OF THIS OUTLINE) AS A TEAM AND UPLOAD TO A2L BY 10:30 AM EST, Friday, January 30th, 2026.

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, since you'll have access to more data for analysis. Start-ups are allowed – either in the market already or ready to launch.
- The owner must be willing to share broad business performance trends and customer segment data (e.g., store traffic trends, busy periods, sales estimates). 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 12 minutes** plus **three** minutes for Q & A. DRESS CODE: BUSINESS INFORMAL
- **The final presentation** will consist of current practices, SWOT, and Strategies – the client should be invited. **Time limit: 20 minutes,** plus **5** minutes for Q&A discussion. DRESS CODE: BUSINESS FORMAL
- **Final Report –** structure outlined in the following page**s.** Limit o**f FORTY PAGES, not including cover page, table of contents, and bibliography.**

The two presentations will be delivered in person using PowerPoint. Please ensure that you DO NOT post any client info on 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****. Failure to do so will result in a grade penalty.*

***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(s) is/are fulfilled by this product/service? What is the decision process, and what are the decision criteria used by the customers?**
   b) Pricing Strategy – provide ranges, comment on strategy being used, trends …
   c) Promotion Strategy - include examples for each element – mass or social media, flyers, direct sales, and direct mail vs. niche media. 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 do 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 the problem – you will need to start work on the project quite early to accomplish this.

3. **Objectives** Quantitative (desired - SMART) and/or Qualitative. For example, starting to advertise using social media or moving to a new location is **NOT** an objective but a tactic within a strategy.

4. **Industry Analysis** – market size/category sales volume and other significant performance trends– ALL QUANTITATIVE industry info using NAICS / SIC Codes.

5. **Internal Environment** – Strengths and Weaknesses

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

1. **Overview of business,** Details of current strategy - 4P's

2. **Target Market Analysis**. Provide insights into segments and the needs they serve. 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 and Projections (showcasing past/current performance will not be helpful).

5. **Nature of Competitive Environment** – Competitive Advantages and Disadvantages of your business relative to the competition; 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 the problem and meets objectives, etc.

***Marketing Report (30%): Due by 4:30 pm EST on Monday, April 13th, 2026***

***ONE PRINTED SPIRAL BOUND COPY to be submitted, and a PDF file uploaded to Dropbox on Avenue.***

***THIS COMPONENT IS EQUIVALENT TO A FINAL EXAM***

Students must submit a marketing plan that is well thought-out, well-organized, 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 or reaffirm/reassure, but can challenge existing notions with 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 cases, the same framework used in your analysis cannot be applied to 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 organization should be suitable for that purpose and person. **Do not write the marketing plan for 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, and objective voice and style of writing.

The Innis Library has gathered resources that may assist you with completing the course project. You can access them through: **http://libguides.mcmaster.ca/commerce3mc3**

***MARKETING PLAN STRUCTURE***

The marketing plan has several sections. The 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 should be on the company letterhead or an email from the business owner/manager confirming their willingness to participate in this project and must acknowledge their awareness 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
2. A short summary of the major points arising from your analysis.
3. 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 summarize 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 its organizational 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 details on the 4P's, the market needs served, the current target market, and the 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 helps your reader gain 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 you identify; this should help you determine the underlying issue. For example, a weak problem statement would be "Revenue is going down." A better version will identify the numbers, compare them 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. <u>*Do not state the problem as choosing from among a number of alternative strategies.*</u>

**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 solution to the problem. You must comment on the implications of all 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 the size of the market, discuss industry trends, and 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 for evaluating alternative solutions must be clear, and so should 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 to achieving the 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 organization. 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 organization. The decision must be feasible given the competitive environment. Example - Discuss to whom you are selling and how you will distinguish your product from the competition or talk about the competitive advantages your chosen strategy will provide. If you plan to target multiple segments, how will you reconcile the fact that these segments may require different positioning approaches and/or different marketing mixes? Please comment on the likely reaction of competitors to your strategy.

**IMPLEMENTATION AND CONTROLS (ONE OR TWO PAGES)**
Include a guide for implementation. List specific action steps and include a timeline. Outline the controls that will be used to monitor progress and enable senior 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 - they show the “bottom line” of the decision. Ensure that the time period in your implementation matches the time considerations in your objectives.

**CONCLUSION (ONE PAGE)**
The report should include a brief conclusion that summarizes how the solution best addresses 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. The 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 penalized 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, such as social media, as this compromises confidentiality. **The use of free software tools or apps, such as 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.

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., a 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: 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 teamwork.
3. Students are not permitted to use generative AI in this course. In alignment with McMaster’s 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 stated 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 use 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 that it 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 hard copy 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 the standards of academic integrity have been upheld (e.g., online search, other software, etc.). To see the Turnitin.com Policy, please go to:

http://www.mcmaster.ca/academicintegrity

## *REQUESTED 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 OF 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.

## *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 should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of the term in which they anticipate a need for accommodation 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.

## *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 constitutes research misconduct. Contact the board for further information about your requirements and the application process. This course, 3MC3, has been granted pre-approval based on the process proposed by the instructor. All research proposals must be approved by the 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., the use of A2L, 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 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 will be considered to be an implicit acknowledgement of the course policies outlined above, 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

| WK # | WEEK OF | ASSIGNMENT (C02 MONDAYS & C08 THURSDAYS) |
|---|---|---|
| 1 | January 5 | Discuss Elements of the Course — Mark distribution; Team Format:<br>• Structure of case discussions<br>• Participation grading |
| 2 | January 12 | Marketing Project —Type of Business; Finding a business<br>• Interim and Final Presentation; Final Report<br>• Teamwork |
| 3 | January 19 | **CASE: THOMPSON BROTHERS FUNERAL HOMES**<br>*Audit / SWOT / Strategy*<br>**UPLOAD TEAM FORM – AVENUE DROP BOX**<br>**(DUE: 10:30 AM EST, FRIDAY, JANUARY 23rd)** |
| 4 | January 26 | **CASE: JULIUS SCHMID OF CANADA LTD.**<br>*Strategies & Tactics*<br>**UPLOAD BUSINESS INFO FOR MARKETING PROJECT - SEE PROJECT DETAILS FORM ON PAGE 21 (DUE: 10:30 AM EST, FRIDAY, JANUARY 30th)** |
| 5 | February 2 | **CASE: E.D. SMITH & SONS LTD.**<br>*Audit / SWOT / Strategy* |
| 6 | February 9 | **CASE: TREMCO LTD.**<br>**HAND-IN CASE ANALYSIS: EAST HAMILTON MINIATURE GOLF**<br>**(DUE: 1 PM EST, WEDNESDAY, FEBRUARY 11th)** |
| 7 | February 16 | Midterm Recess Week – No Class |
| 8 | February 23 | **INTERIM PRESENTATIONS** |
| 9 | March 2 | **CASE: LIMELIGHT CINEMA**<br>*Strategies & Tactics*<br>**HAND-IN CASE REVIEW: EAST HAMILTON MINIATURE GOLF** |
| 10 | March 9 | **CASE: PORSCHE CARS CANADA**<br>*Strategies & Tactics* |
| 11 | March 16 | **CASE: FORTRON INTERNATIONAL INC.**<br>*Strategies & Tactics* |
| 12 | March 23 | **FINAL PRESENTATIONS – 20 + 5 MINUTES ALL TEAM MEMBERS PARTICIPATE; NO MSAF** |
| 13 | March 30 | **FINAL PRESENTATIONS – 20 + 5 MINUTES ALL TEAM MEMBERS PARTICIPATE; NO MSAF** |
| 14 | April 6 | Group Project Day – No Class |

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

**THOMPSON BROTHERS FUNERAL HOMES**

1. Should the pricing policy be changed at the Mount Hamilton Chapel?
2. What impact would a pricing policy change have on sales over the next three years?
3. What other changes could be made to the company's marketing mix to improve performance?

***Read the section on Market Segmentation and Consumer Behaviour.***

**JULIUS SCHMID OF CANADA LTD.**

1. What motivates customers to purchase condoms? Does that motivation differ between men and women?
2. What would be the advantage/disadvantage of targeting a product explicitly to women?
3. What would be the advantage/disadvantage of targeting a product explicitly to gay men?
4. How should Julius Schmid reach both of these non-traditional markets?

***Read the section on Market Segmentation, Consumer Behaviour, Product Strategy, and Promotion Strategy.***

**E.D. SMITH & SONS LTD.**

1. Size up the company and its environment. What are the opportunities and threats facing the company over the next five years?
2. Without being judgmental, generate as many different strategic directions for the jam and jelly product line as possible.
3. Recommend a direction to develop the jam and jelly line over the short term (one to two years) and long term (three to five years). How would you implement your plan?

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

**TREMCO LTD.**

1. Refresh yourself with the Consumer Adoption Process. Where in the process is Mono Foam having difficulty?
2. How important is Canadian Tire to the success of Mono Foam? Does the clout of this one retailer bother you?
3. How should Paul proceed with the promotional plan?

***Read through the sections on Promotion Strategy, Market Segmentation, and Consumer Behaviour.***

**LIMELIGHT CINEMA**

1. Size up the company and its environment. Why has it been unsuccessful to date?

2. What impact will the new membership policy have on the company's revenues and profits?
3. What action should Olga undertake to make the cinema successful?

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

**PORSCHE CARS CANADA**

1. Assess the market potential of the five new dealership proposals.
2. Assess the qualifications of the applicant(s) for the five new dealership proposals.
3. Should a dealership be awarded? Where? To whom?

***Read through the sections on Market Segmentation, Distribution Strategy, and Marketing Strategy and Tactics.***

**FORTRON INTERNATIONAL INC.**

1. Size up the company and its environment. Why has the Fox40 whistle been a success? Why has the company been less successful in Germany?
2. Analyze and review the international marketing possibilities facing the company.
3. What actions should Fortron International Inc. take in the German market?

***Read through the sections on Market Segmentation, International Marketing Strategy, and Marketing Strategy and Tactics.***

**COMMERCE 3MC3 – PROJECT DETAILS (Due: Friday, January 30th, 2026)**
Upload to the Avenue drop box

BUSINESS NAME:

Briefly describe the product or service offered by your client. Include website and any social media links.

Briefly describe the market for the product or service and needs served (consumer/customer description).

In your knowledge, who are the key competitors?

Identify the industry in which this business operates (you can use NAICS/SIC code descriptors).

Any significant performance issues over the past two or three years? How did the business adapt to deal with the challenges it faced, if any?

Provide the name of the business owner/manager you are working with and their email address.

**COMMERCE 3MC3 – TEAM MEMBERS (Due: Friday, January 23rd, 2026)**
Upload to the Avenue drop box

TEAM #: ______________________ (To be assigned)

STUDENT NAME ID# EMAIL

1. ____________________________________________
2. ____________________________________________
3. ____________________________________________
4. ____________________________________________
5. ____________________________________________

WORK AND EXTRA-CURRICULAR EXPERIENCES (same sequence as above)

1. ____________________________________________
2. ____________________________________________
3. ____________________________________________
4. ____________________________________________
5. ____________________________________________