Commerce 4MC3
New Product Marketing
Winter 2026 Course Outline

Marketing Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

Developing and marketing innovative new products is essential for companies to meet consumer preferences, leverage technological advancements, and maintain fresh product lines despite high rates of new product failures. For instance, global consumer packaged goods (CPG) manufacturers introduce around *20,000 new products each month* (Mintel, 2011). This course explores the management of new products from ideation through concept evaluation and development to final launch, highlighting the importance of new product development (NPD) and marketing within an organization, the challenges managers face, and the tools and methods to address them. Ultimately, it aims to enhance your ability to generate, evaluate, and effectively communicate ideas, solutions, and recommendations on new product marketing.

Prerequisite: Commerce 3MC3 or IBH 3AB3

INSTRUCTOR AND CONTACT INFORMATION

Section C01:
Wednesday, 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)
TA information will be post on A2L.

Course Website: https://avenue.cllmcmaster.ca/d2l/home/743427

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	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(s):	No

COURSE INFORMATION

Lectures: Once a week, 2 hours 50 minutes (incorporates mini-case class discussion). Nestled within the lectures are tests and group presentations.

There will be a short break between the lecture and the case discussion.

Course delivery mode: In-person.

Course Description: New products are critical for corporate growth and survival. This course emphasizes understanding the entire process of developing and launching a new product in the market, with a strong focus on practical application. It includes lectures, mini-case studies, videos, project assignments, and presentations. Specifically, this course includes:
  (1) Opportunity Identification & Selection
  (2) Concept Generation
  (3) Concept & Project Evaluation
  (4) Development
  (5) Launch

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:
  1. Establish a stage-gate-based new product development plan
  2. Formalize a new product idea-generating process
  3. Identify the key metrics and forecasts to measure NPD success
  4. Prioritize inventory of projects to achieve a balanced portfolio that supports value maximization
  5. Select the right projects to maximize profit potential.
  6. Build strong links to a robust new product strategy.

REQUIRED MATERIALS AND TEXTS

Required

Textbook: *New Products Management*, 2025 Release, C. Merle Crawford & C. Anthony Di Benedetto. McGraw-Hill Irwin.
Available at Campus Bookstore. Retail price: $108.95; Immediate Access price: $95.95

Course content and case materials are available at A2L (http://avenue.mcmaster.ca).

Top Hat platform registration for class attendance (via the link on A2L).

COURSE EVALUATION

Learning results from understanding textbook contents, lectures, and the application of concepts. Group work and exams will be evaluated both individually and collectively. In group assessments, all members will receive the same grade, which may be adjusted based on peer evaluations (optional), along with feedback from the instructor and TA. Your final grade will be calculated as follows:

GRADE COMPONENT	WT.	DESCRIPTION
Individual: Class Participation & Engagement	**10%**	• Attendance (5%) • Class contributions (5%)
Individual: In-class Tests	**40%**	2 tests (MCQs + SAQs) x 20% each
Group Project: Part 1 – New Product Concept	**15%**	Group Project Report 1
Group Project: Part 2 – Development and Launch Plan	**15%**	Group Project Report 2
Group Project: Part 3 – Final Professional Presentation	**20%**	Oral Presentation

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

NOTE: The instructor reserves the right to modify these weightings during the semester. For the due dates, refer to the last page – Course Schedule.

COURSE DELIVERABLES

Participation & Contribution (10%) - Individual

This course uses Top Hat (https://tophat.com) for class attendance. Please enroll in Top Hat through your course on A2L. Detailed enrollment instructions are available at the following link:

https://support.tophat.com/article/Student-LTI-Course-Enrollment-D2L

Students are expected to prepare thoroughly (by reading the textbook, assigned case, and other materials) prior to each class and actively participate in class discussions. Contributions will be assessed based on three main criteria: quality, frequency, and relevance. At the instructor's discretion, original, insightful, and constructive comments or answers made during class interactions and mini-case discussions are strongly encouraged, and they will be recognized as contributions and credited accordingly. Conversely, simply restating facts, providing incomplete analyses, engaging in unfounded criticism, and deviating from the main topic are discouraged.

There are numerous opportunities for class discussion, including answering questions during lectures and engaging in class discussions. In most classes, a mini case is assigned for discussion after the lecture. Students can utilize these mini cases to earn contribution points in class.

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.

In-Class Tests (40%) - Individual

There are two in-class tests for this course, which together account for 40% of your final grade (20% each).

Each test will be 50 minutes in duration and consist of the following:
- 20 multiple-choice questions (MCQs), and
- One short-answer question (SAQ).

There will be NO *late or make-up tests*. The tests will cover the required reading (see the Course Schedule on the last page) and the material discussed in class; see the Course Schedule for the chapters covered in each test. Both tests will be taken and graded individually.

Official McMaster student IDs with photographs are mandatory for students to present at the tests. The IDs are used to identify students during the tests.

NOTE: (i) The use of a McMaster standard calculator is allowed during tests in this course. See McMaster calculator policy; (ii) **NO MSAF on the second In-class Test**.

Group Project (50%) - Group

For the group project, students will collaborate in <u>groups of five</u>. Once a group is established, no changes will be permitted. The same groups and members will work on the semester-long project together.

The TA is responsible for randomly assigning students to form the groups. If you have a group preference, please email it to the TA by **Friday, Jan. 9**. The groups and their members must be finalized by the TA **before the Week 2 class (by Tuesday, Jan. 13).**

The group project entails developing and planning for the introduction of a new product or service. The product or service should be new to the market or new to your organization. If the latter, it should represent a significant modification of what is currently available or provide additional value to the firm. **Overall Tasks:**

- *The Role:* You have recently been appointed as the Marketing Manager of an organization. As such, you are responsible for developing and launching a new product or service for your organization.

- *The Product*: It could be either a physical product, a service, or a combination of both.

- *The Industry*: Select an industry of your choice, whether it is for-profit or non-profit. This could also include a startup in a specific or emerging sector. All sectors of the economy are allowed. The new product or service should be targeted at the Canadian market.

- *The Budget*: You have an available budget of $800,000 CAD for the development and launch of the new product or service.

- *The Ask*: Present your report on the development and marketing plan for the new product/service introduction to your organization's executive team (C-suite).

The group project consists of three interconnected components:
- Part 1: Report 1 (15 pages)
- Part 2: Report 2 (20 pages)

- Part 3: Final Professional Presentation (15 minutes)

*A group meeting log is strongly recommended to track project progress, milestones, and individual responsibilities.

NOTE: The group project (Reports 1 and 2) must be submitted online via A2L.
All assignments are **due by 5 pm EST** on the respective due dates (see Course Schedule).

Part 1 – New Product Concept (Report 1) – 15% (Due: Friday, February 20, 2026)
Report 1 is the development of a new product (or service) concept for the Canadian market and should include the following:
- Opportunity identification and selection
- Concept generation
- Concept evaluation

Be creative. Where will this idea come from? Look at your environment and the products or services you use now—what frustrates you, and what do you wish could exist? Identify a benefit that is not being fulfilled, and that may be enabled by technological advancement. Talk to friends, family, relatives, or anyone else for ideas, problems, and unmet needs. Brainstorm with your group members.

Report 1 should specifically address the following points:
- How did you come up with the various ideas through opportunity assessment, idea generation, and brainstorming?
- How did you initially evaluate the idea and come to the conclusion that you should continue its development based on some specific criteria?
- Have you quantitatively evaluated the product concept(s) using market research (talk to a minimum of seven people within the "target audience" to evaluate) with the presentation of the results?
- Showcase a drawing of the concept (a generative AI tool is recommended) alongside the concept statement.

Part 2 - Development and Launch Plan (Report 2) – 15% (Due: Monday, April 6, 2026)
Report 2 is the continuous work on Part 1 of the group project, the development and launch plan for the new product (or service) that you proposed in Report 1. A final product prototype, in physical form (functional or non-functional), and a marketing plan for new product introduction will be included. This report should consist of:
- A review of the product concept that leads to the development of a product definition.
- A statement of what still needs to be done to develop this product.
- A product prototype and the steps taken to achieve it. More research may have been necessary to assess alternative prototypes.
- A simple business analysis of the new product.

- An introductory launch and marketing plan that will encompass test marketing and initial marketing elements:
  - The Marketing mix: product details, price, promotion, and distribution decisions (4P's)
  - Targeted market segment(s), positioning statement (customer value proposition), a brand name, and rollout plan.
  - Sales forecast, financial analysis (5-year Income Statement), Technical and/or Marketing budget allocation.

NOTE: Each report must be no longer than the required pages (excluding the cover page, references, tables, graphs, and/or appendix). The report is **double-spaced and in Times New Roman, 12-point font**. The ONLY citation style to be used is the Chicago Manual style, 17th edition. Both reports should incorporate and apply concepts from the textbook, lectures, and other reading materials.

Part 3 – Final Professional Presentation - 20%
The final presentation is the executive summary that captures the essence of both Reports 1 and 2. Each group's presentation should be **15 minutes** long and followed by a **5-minute Q&A session**. It should be professional in style and attire. All group members should participate in the final presentation.

Your group presentation will be evaluated by the instructor, the TA, and other groups. At the instructor's discretion, constructive and quality group evaluations and questions during Q&A sessions will count as bonus points for the evaluating groups (the group evaluation form and details will be provided before the presentation day).

Sample group projects will be shared on A2L for your reference.

NOTE: Each group member will receive an overall group grade. However, a reduction in an individual's grade may be considered if other group members consistently report that member's lack of participation. An optional peer review is available to provide the instructor with feedback on the quality of group participation. The peer review is intended ONLY for groups where contributions are unequal. You can request the *Peer Review Form* from the TA after submitting your group project (Part 2). This process is anonymous. The instructor will make the final decision regarding adjustments to the group grade based on the review findings. The deadline for submitting a completed peer evaluation form (from all group members) to the TA is **April 10, 2026**.

LATE ASSIGNMENTS

No extension will be approved for the group project. Within the first 24 hours after the deadline, a 25% penalty will be applied to any late report or presentation slide submission; thereafter, the mark will be ZERO.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages from their official McMaster University email account. This protects the confidentiality and sensitivity of the information and confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.

For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.

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

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar, "Requests for Relief for Missed Academic Term Work" and the link below:

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

NOTES:
- The McMaster Student Absence Form (MSAF) will NOT be accepted for your group assignment.
- It is the University's policy that examination results cannot be charged if an examination was written while sick or under the influence of a crisis or compassionate situation. In such situations, speak directly with your Academic Advisor before any deadlines so that you can explore the next steps.
- No MSAF on the 2nd In-class Test

GENERATIVE AI

Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment, to be clear on the expectations for citation and reference, and to do so appropriately.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. The 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, 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. For information on the various types of academic dishonesty, please refer to the Academic Integrity Policy.

The following illustrates only three forms of academic dishonesty:
- plagiarism, e.g., the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal the authenticity and ownership of student-submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, other software, etc.). For more details about McMaster's use of Turnitin.com, please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use online elements (e.g., e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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.

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 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.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, **including lectures** by university instructors.

The recording of lectures, tutorials, 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.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be

communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn, and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records, or their biological material are required to receive approval from one of McMaster's Research Ethics Boards 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 these boards for further information about your requirements and the application process.

ACKNOWLEDGMENT OF COURSE POLICIES

Your enrolment in Commerce 4MC3 will be considered an implicit acknowledgment of the course policies outlined above or of any other that may be announced during the lecture and/or on A2L. **It is your responsibility to read this course outline, familiarize yourself with the course policies, and act accordingly.**

A 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.

COURSE SCHEDULE

Commerce 4MC3
New Product Marketing
Winter 2026 Course Schedule

WEEK	DATE	LECTURE & MINI CASE DISCUSSION	ASSIGNMENT/DUE
1	Jan. 7 (Wed)	Course Intro: Course outline & Group Project Details Chapter 1: "The Strategic Elements of Product Development" (self-reading) Chapter 2: "The New Products Process"	Group preference send email to TA (Optional) **(by Friday, Jan. 9)**
2	Jan. 14 (Wed)	Chapter 3: "Opportunity Identification and Selection" Chapter 4: "The Product Concept and Ready-made New Product Ideas" *Case: Google Glass*	Group/Member Names due (TA) **(Tuesday, Jan. 13)**
3	Jan. 21 (Wed)	Chapter 5: "New Product Ideas: The Problem Find-Solve Approach" Chapter 6: "New Product Ideas: Analytical Attribute Approaches" *Case: Ray-Ban*	
4	Jan. 28 (Wed)	Chapter 7: "Concept Evaluation and Testing" Chapter 8: "The Full Screen" *Case: Tesla*	
5	Feb. 4 (Wed)	Chapter 9: "Sales Forecasting and Financial Analysis" Chapter 10: "Product Protocol" *Case: DuPont*	
6	Feb. 11 (Wed)	**In-class Test I (covers Chapters 1 to 10)** Chapter 11: "Design" *Case: The IDEA Awards*	
7	Feb. 18 (Wed)	**Mid-term Recess — No Class**	
8	Feb. 25 (Wed)	Chapter 12: "Development Team Management" Chapter 13: "Product Use Testing" *Case: Chipotle*	Group Project: Report 1 due **(Friday, Feb. 20)**

9	Mar. 4 (Wed)	Chapter 14: "Strategic Launch Planning" Chapter 15: "Implementation of the Strategic Plan" *Case: Coca-Cola Life*	
10	Mar. 11 (Wed)	Chapter 16: "Market Testing" Chapter 17: "Launch Management" *Case: Gillet*	
11	Mar. 18 (Wed)	**In-class Test II (covers Chapters 11 to 17) – NO MSAF** Chapter 18: "Public Policy Issues" *Case: Sustainability and the Fashion Industry*	
12	Mar. 25 (Wed)	**Group Presentations (1st five groups)**	
13	Apr. 1 (Wed)	**Group Presentations (2nd five groups)**	Group Project: Report 2 due (**Monday**, **Apri 6**)

NOTE: The instructor may adjust the course schedule based on class progression, students' learning needs, and unexpected class cancellations (e.g., snow days).