Commerce 3MC3
Applied Marketing Management
Fall 2026 Course Outline

Marketing Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course builds upon material covered in Commerce 1MA3/2MA3 - Introduction to Marketing, but it is more applied in nature as marketing is something you learn by doing. 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, which has student teams working with companies, is a critical part of this course.

INSTRUCTOR AND CONTACT INFORMATION

Cores 04, 05 & 06
Marvin Ryder
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Associate Professor of
Marketing & Entrepreneurship
Office: DSB 215

Teaching Assistants
T.B.A.

COURSE ELEMENTS

Credit Value:	3	Leadership:	No	IT skills:	No	Global view:	No
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 but might also include readings, lectures, videos, and workshops.

LEARNING OUTCOMES

The course will help you to:

1) understand the application of basic marketing concepts;
2) develop basic skills in marketing analysis, decision 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.

Required Course Materials

COM3MC3 Custom Courseware Package – Price of $16.00 in Bookstore.

Evaluation

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Live Case Discussions	Synchronous	Live discussion of case studies assigned by the professor – in class	**In-Class**
Live Lectures	Synchronous	Live lectures on topics to support either case development or the course project	**In-Class**
Readings	Asynchronous	Students will read and prepare cases for in-class discussions	**Custom Courseware**
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**

EVALUATIONS	WEIGHT	DESCRIPTION
Participation and Class Contribution	20%	Determined based on verbal contribution to discussion of assigned cases
Group Case Analysis	20%	Formal written analysis of an assigned case study – maximum ten pages of text plus exhibits
Marketing Plan	30%	Formal written document created to solve a problem for a client company and shared with both the company and the professor (due Monday, December 14, 2026)
Interim Group Oral Presentation	15%	Ten minute PowerPoint presentation delivered by all group members.
Final Group Oral Presentation	15%	Ten minute PowerPoint presentation delivered by all group members.

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. Participation and Class Contribution (20%)

This refers to the spoken comments that you make in class during the case discussions. 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, and testing assumptions. 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. Class contribution marks are based on the quality as well as the quantity of participation. You should think carefully about the contribution your comments will make to understanding and resolving the issues in class discussions. On the other hand be sure you do contribute. No class contribution results in **ZERO** marks for that part of the grade. Marks are **NOT** awarded for attendance but if you are absent from class you have lost a chance to contribute to a class discussion. Contact me, **IN ADVANCE**, if you have to be absent from a case discussion class.

To maximize your chances to earn contribution marks:
- Be prepared for class work and discussion by reading and analyzing the assigned case;
- Bring your name tag to EVERY class and display it – I need to learn your name;
- Be willing to debate issues – rarely is there only one "right" answer to a question; and
- Add interesting/relevant information from another source which is related to the case/course.

Interim contribution marks will be posted about half way through the course. Contact me **then** if your mark is low, or well before if you are concerned that it **will** be low. There are ways I can help you to participate more effectively.

Absence from class is a serious matter, since you obviously can't participate if you're not there. If there are legitimate reasons for you to miss a case discussion class, you should send your professor an e-mail with an explanation. When you need to miss two or more consecutive case discussions, you need to provide documentation **within one week of returning to school** 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.

B. Group Work

You will form groups of five people (or six given instructor permission). Each group has one case analysis to complete. The group is also responsible for completing a Marketing Plan for a client and for making **two** in-class presentations of the plan. **All group members should be attending the same class section.** Please complete the last page of the course outline and submit it **NO LATER THAN Friday, September 25th**.

80% of your mark in this course is teamwork so choose your fellow group members wisely. To encourage equal contribution, peer evaluation will be used to assess each member's work. Groups 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. The peer evaluation form (attached to this outline) should be submitted no later than **Monday, December 14th**, with the completed Marketing Plan. **If I do not receive a peer evaluation form from you, I will assume that you feel each member of the group contributed equally.**

Past experience with groups has shown that most troubles arise because individuals do not respect the group process. The first group meeting should happen during the next week. At this meeting choose a group leader who will help facilitate the work. This is a good time to set the parameters for group work such as: when the group will meet, attendance at group meetings including punctuality, and preliminary assignment of tasks. You should also make a calendar of all "good" and "bad" times for the group (i.e., when group members have commitments to work, tests, major assignments, social commitments, holidays, etc.). The worst thing you can do is surprise your group with a long-standing commitment at the last minute.

C. Group Hand-in Case (Due Wednesday, October 21st – 20%)

Your group's case should be **no longer 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, segmentation grids, or decision matrices should be housed. Appendices not referenced in the body of the report will not be marked. **Any other elements of the case analysis do not belong in the Appendices and if included they will not be marked**.

In terms of appearance, your objective is a case that is up to the best business standards. That means that your case should be typed and double-spaced, should have one inch margins all around and should employ a font size of no smaller than twelve points. Whole numbers twenty or less should be written in words. *Good English grammar and spelling count* so edit carefully. Marks will reflect this.

Do not expect to run the spell checker and consider your paper proofread. Spell checkers are not fool proof and there is no substitute for the pride you show in your work by manually proof reading it *before* it is submitted. Do not make the marker proofread for you!

Timing

Written case assignments will be accepted for grading only **by 1:00 pm** 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	Title of case, date, all group member names and student numbers, Core number, and Group number.
Table of Contents	Major sections of paper, exhibits/appendices with titles
Introduction and Problem/Issue Identification	State the main issues of the case omitting descriptive details. This may take the form of a problem statement but it may be a statement of a marketing opportunity to which the firm may be able to react. Distinguish between the

Section	Contents
	issues as seen by the "actors" in the case and additional issues perceived by you. This section gives the case report focus. All following sections should then be analyzed in terms of what it means to the problem at hand.
Marketing Audit	Describe the company's current target market and marketing mix (Four P's). The audit is a statement of case facts requiring relatively little interpretation by the group. You may have to make some assumptions to complete gaps when information is not explicit. For instance, the exact pricing strategy may not be explicitly stated but the pricing strategy can be inferred from information presented in the case. This is the current marketing strategy. This is the logical starting point since the primary purpose of your analysis is to produce a superior marketing strategy for the company.
Internal Analysis	This is a listing of the company's key strengths and weaknesses. They are internal to a firm and directly controllable by management. Each strength or weakness should consist of a statement of the company characteristics taken straight from the case and then the implication of the case fact. This answers the question – "So what?" – and gives the characteristic meaning in terms of the firm or the problem. Use one sub-heading for "Strengths" and one for "Weaknesses." You may also find that several characteristics can be grouped. For instance you might want to suggest that a firm is innovative because: 1) it launches one new product per year; 2) it invests in new technology to streamline operations; and 3) invests heavily in research and development. These are not three separate strengths but three aspects of one strength. **Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the company as strong or weak.**
External Analysis	This is a listing of the key opportunities and threats in the environment. They are external to a firm and are not completely controllable. They may be trends to be embraced or exploited but they may also be trends which could hurt the company or its products/services. Use the same format here as you used for the Internal Analysis. Remember to both identify the opportunity or threat and then the implication of this fact for the firm or problem. **Be sure to conclude this section with a summary statement (with justification) telling the reader if you see the environment as more threatening or filled with opportunity.** NOTE: If you find yourself writing, "The company has the opportunity to ….", you have identified an alternative not an opportunity. If the company can control the characteristic, it is not part of the external environment.
Alternative Strategies	The correct number of alternatives might be suggested by the case. For instance, should a certain product be launched? Other cases are more open-

Section	Contents
	ended and you could generate a near infinite list of alternatives. As a general rule consider three alternative courses of action for the company. Each alternative should consist of a description of the prospective marketing strategy (some combination of new/revised target market and/or some of the Four P's) and an analysis of its pros and cons. The analysis should focus on the strategy's ability to repair weaknesses, mitigate threats, build on strengths, or exploit opportunities facing the company. Be clear and concise. You are writing a business report – not an essay.
Recommended Strategy	State which **one** of the alternative strategies you recommend. You might find a decision matrix to be helpful. Conceivably, you might recommend a combination of alternatives to cover shorter and longer planning horizons. Justify your choice by saying why you rejected the other alternatives. Do not name a strategy here that was not described and evaluated in the previous section.
Implementation Plan	This is the action plan (when and what) that puts the recommended strategy into effect. It flows directly from the chosen strategy but should overlap it very little. This is not a restatement of your recommended strategy. It probably will help to create a timeline with defined steps/stages. Students are often surprised that some very major activities (i.e., acquiring a company) belong in this section. Marketing strategies consist solely of decisions about target markets and the Four P's. An acquisition is a way to obtain a new product once the strategic decision has been made to launch one. An implementation plan considers what has to happen, when it has to happen, who makes it happen, and, where possible, how much should be budgeted to make it happen.
Bibliography	Only necessary if you use any material from **outside the case itself**.

D. MARKETING PLAN (60%) REPORT DUE MONDAY, DECEMBER 14TH

Each group of students will work with a "client" who needs a marketing plan completed. This gives plans a sense of reality. Students **must** develop their own leads. Do **NOT** work with chain stores or franchises where a Head Office sets the marketing strategy. Do **NOT** work with a client less than one year old. The best clients are independently owned and operated businesses.

Each team will make two presentations to the class. During the first presentation, the group will present background information about the client and its current marketing practices along with an overview on competition. The second presentation will consist of a formal presentation of the rest of the marketing plan to the entire class (and perhaps the client).

These presentations will be made using PowerPoint and the video/data projector available in class. Please familiarize yourself with the use of this equipment. Each presentation will be timed and will not exceed **ten** minutes (with an additional **five** minutes for feedback). **All group members must participate in the presentation.** The presentations are an opportunity for you to receive feedback prior to either continuing with the marketing plan development or submitting the plan to the client and the professor. You should dress in **business casual attire** for the presentation. No "agenda slide" is needed since all teams are using the same presentation template. The general outline you can follow is:

Interim Presentation (15%) – Starting Week of October 26, 2026

1. Company History/Major Business or Marketing Milestones
2. Current Marketing Strategy: 4P's, Target Market/Segmentation
3. Marketing Problem/Objectives (Quantitative and Qualitative)
4. Competitive Advantage (and Disadvantages?)
5. Competitive Environment – Primary/Secondary Competitors

Final Presentation (15%) – Starting Week of November 30, 2026

1. Marketing Problem/Objectives
2. Competitive Environment – Analysis of Primary/Secondary Competitors
3. Company Resources and Experiences
4. Analysis of Demand: market size and trends
5. External Analysis: Economic, Socio-Cultural Trends, Demographics
6. Three Alternative Marketing Strategies

Marketing Plan Report (30%): Due by 4:30p.m. on Monday, December 14th, 2026

A ***Marketing Plan*** is essential for every business operation and for efficient and effective marketing of any product or service. The ***Marketing Plan*** will allow you to clearly visualize both where a company is going and what the company wants to accomplish along the way. At the same time a ***Marketing Plan*** details the very important steps required to get the company from where it is to where it wants to be. An added benefit is that in compiling and developing the ***Marketing Plan***, a company will have thought through how long it will take to accomplish each step and what resources in money, time, and effort will be needed in order to do so.

A ***Marketing Plan*** forces management to separate achievable objectives from "pie-in-the-sky" conjecture. **Detail is important here**. Typically, businesses create ***Marketing Plans*** in which some sections are very detailed (i.e., a manager has given the material a lot of thought) while other, equally important, sections have little detail. You must **not** fall into this trap. The audience for a ***Marketing Plan*** is senior management. These people thrive on details – Who specifically is the competition? What specifically are the products? How specifically will the budget be used?

A well-prepared ***Marketing Plan***:

- Acts as a road map – describes the environment (i.e., competitors, regulations, economic conditions, demand, social and cultural factors, and demographics);
- Assists in management control and implementation of strategy – compare what is happening to what was planned to happen;
- Informs new participants of their roles in implementing the plan and reaching the objectives – gives all participants the "big picture" so they see how they contribute;
- Assists in obtaining resources for implementation – allows management to decide if money, people, and other assets will be assigned to this project;

- Stimulates thinking and better use of limited resources – builds on strengths and minimizes weaknesses to achieve synergies;
- Helps organize and assign responsibilities, tasks, and timing; and
- Makes one aware of problems, opportunities, and threats in the future.

MARKETING PLAN STRUCTURE

While your actual structure will depend on the type of product/service studied, use this as the required outline for your marketing plan. In terms of appearance, your report must meet best business standards. That means typed, with page numbers, double-spaced, one-inch margins all around, and in a font size no smaller than twelve points. Whole numbers twenty or less should be written in words. Good English grammar and spelling count so edit carefully.

A major problem of marketing plans has been a lack of "specifics." For instance, in analyzing competition, some people merely mention a company name and store location. A full discussion of a competitor includes its strategies, product lines, whether it is growing or declining, and how it will have an impact upon the business. Similarly, describe the target market in more detail than simply saying "Baby boomers."

The best marketing plans are not a simple academic exercise but read as if a real business would be able to execute a plan from this blueprint. *I will be keeping your submitted marketing plan for my records*. **You may wish to print and bind copies for each group member**. They will be useful in interviews to demonstrate the kind of work you are capable of doing.

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**

TITLE PAGE

Contains: the name of the contact and organization centred on the page; course, section and group number; group member names and student numbers; instructor's name; and date.

LETTER OF COOPERATION

This letter must be obtained from the business, preferably on the company letterhead. It must confirm its willing participation in this process, and must acknowledge that the information shared will be used for case analysis in class and other academic purposes.

EXECUTIVE SUMMARY – ONE TO TWO PAGES

An executive summary should give a quick summary of the entire plan including the major findings and recommendations. The reader should be able to read this alone, and understand your analysis and decision. It is not an "introduction" to the plan or document. You should not introduce new information into the Executive Summary. The reader may find that the information contained in the Executive Summary is sufficient, or if s/he decides to read the complete marketing plan, the Executive Summary is preparation for the analysis that follows.

TABLE OF CONTENTS – WITH PAGE NUMBERS ATTACHED TO SECTIONS AND CONTENTS OF APPENDICES IDENTIFIED – NOTE: BOTH THE EXECUTIVE SUMMARY AND TABLE OF

CONTENTS DO NOT HAVE PAGE NUMBERS. PAGE NUMBER ONE BEGINS WITH THE NEXT SECTION!

COMPANY INTRODUCTION – ONE PAGE
The introduction should provide background/history on the company, its owners, the industry sector classification, etc.

PROBLEM IDENTIFICATION/OBJECTIVE – ONE PAGE
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 symptoms or alternative courses of action. USE FACTS. A single problem will give focus to your report.

The "typical" problem in this course is a gap between actual sales in the current year and desired revenue or sales for the next year. Do NOT confuse "revenue" with "profit". In this section, you can show a graph of past company sales or revenues and then the desired revenue level for the next year. Don't confuse possible solutions with the underlying problem. A problem is NOT "to increase awareness through advertising." This is a means to achieve a desired end – not an end in itself. Another weak problem statement would be "Market share is going down". A better version would tell the reader the rate of decline, compare it to previous years and to industry trends. There could be many reasons why market share is going down, and thus many possible solutions. You will discover these reasons when you do your analysis in subsequent sections.

After stating the problem, define a specific and measurable revenue objective for the next year. For some groups, the objective may be a simple restatement of the desired sales specified in the problem. Other groups may feel that closing the gap is too big of a task and their objective will be to close a portion of the gap. Again be careful that your objective is not a solution to the problem. An objective "to advertise more" or "to develop a customer loyalty program" is a solution to the problem and should not be stated here.

MARKETING AUDIT - TWO TO FOUR PAGES
Offer full details on the 4P's, and target market. Defining the target market is critical – don't be afraid to use geographic, demographic, and psychographic segmentation to get a picture of target customers. ALL marketing practices are detailed in this section <u>but not critiqued</u>.

COMPETITIVE ADVANTAGES (DISADVANTAGES?) – ONE TO TWO PAGES
Why is this product/service/company superior to its competitors? I have seen people list five or six things but many of the so-called advantages are items where the company is just as good as competitors or the advantage is not measurable (i.e., friendliest service). Many companies only have one or two competitive advantages. These need to be recognized as they are the cornerstone on which a marketing plan is built. You <u>**may**</u> find that the company also has some major handicaps over which it has no control. These competitive disadvantages should be identified. Clearly a plan may have to address these disadvantages as well. <u>**NOTE: Not every company will have competitive disadvantages.**</u>

COMPANY RESOURCES AND EXPERIENCES – ONE PAGE
Generally, strengths and weakness come from an analysis of the company. Two previous sections have allowed you to identify the unique strengths which form a competitive advantage

and the marketing audit has allowed you to identify marketing strengths and weaknesses. This section allows you to complete the analysis of strengths and weaknesses by looking at the other aspects of the business (i.e., management, human resources, finance, technology, production, information management, etc.). You can think of this as a place for "miscellaneous" company strengths and weaknesses.

Environmental Analysis

This section is the largest in your report as you examine four key external environments:

- Demand and Demand Trends – Justify potential demand using secondary (historical) data. Estimate the size of the market in dollars or units sold and how these numbers might grow. What share of the market does this business get? Remember – businesses do not fail because no one buys its products/services; businesses fail because not enough people buy its products/services!
- Social, Cultural, Demographic factors – for the area defined in "Target Market"
- Economic and Business Conditions
- Competition – Primary and secondary competitors/substitutes (no more than four of each type with a half page summary of each competitor) – Identify location, number of employees, age of business, volume of business, its major customers, its major product lines, how it promotes itself, any sense of sales, market share, etc. **Most important – what is each competitor's competitive advantage?**

The "Competition" and "Demand and Demand Trends" sections will each be four or five pages and will be the "meat" of your report. Remember – a lot of small business owners are working with "gut feel". It is our responsibility to expose them to the "facts" in the environment for their product or service. Focus on identifying trends and developing forecasts. Graph your information or display it in a table – use pictures and save words.

Note: There are sources of information other than the Internet. Do not make the mistake of limiting your research to this one source alone.

Three Alternative Strategies

Discuss three possible solutions to the problem identified at the start of the report. Each solution should build on evidence you have uncovered in previous sections. Begin by describing the prospective strategy (list changes to 4P's, the target market(s), positioning) and then do an analysis (pros and cons) of the strategy. Show how the strategy should help achieve the marketing objectives of the company. Remember, the strategies must fit with the resources of the organization. Try to develop alternatives that will "wow" your client company!

You should show a budget of costs to support each strategy. Include printing quotes, advertising rates, etc. To calculate the cost of advertising in newspapers, you will need to consider which newspapers to use, the size of the ad, how often the ad is placed, where within the newspaper it is placed, and the use of colour. Saying "spend $15,000 on newspaper advertising" is not enough. Balancing the costs, you should also show projected increases in revenue and gross profit.

Recommended Marketing Strategy – One-Half to One Page

The logic of your recommendation must be clearly explained. A decision matrix with evaluation criteria and scoring of alternatives may be useful here. No new strategies should be shared here.

Implementation Plan – Two Pages
List specific action steps and include a time line. Incorporate possible competitor reactions and checkpoints. Ensure that the time period in your implementation matches the time considerations in your objectives. Outline the controls that will be used to monitor progress and allow management to review implementation results.

Appendices
Tables, graphs, maps, etc. should be in the main report. This is a place to put supporting documents (say a copy of your survey or a particularly relevant article) or long calculations or lists of data.

Communication and Feedback

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to relevant Area Chair for further consideration. As well, if you are uncomfortable in directly approaching an instructor regarding a course concern, you may send a confidential e-mail to Mandeep Malik, Area Chair (malikm@mcmaster.ca) or the Acting Associate Dean (Academic), Erin Reid (adbusac@mcmaster.ca).

Students who wish to correspond with the instructor or TA directly via e-mail **must send messages that originate from their official McMaster University e-mail account**. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. **E-mails regarding course issues should NOT be sent to the Area Administrative Assistant.**

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

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 illustrate only three forms of academic dishonesty:

1. Improper collaboration in group work;
2. Plagiarism – the submission of work that is not one's own or which other credit has been obtained; and
3. Copying or using unauthorized aids in tests and examinations.

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

A student may request relief from a regularly scheduled class discussion, presentation, or other course component for: medical reasons; religious reasons; representing the University at an academic or varsity athletic event; conflicts between overlapping exams or course requirements; work commitments (part-time students only); or other extenuating circumstances. Non-Commerce students must follow the Missed Course Work protocols outlined by their home Faculty and Program Office. In this course, those requests will be handled in one of two ways: a) for absences from classes lasting **up to three (3) working days**; or b) for absences from classes lasting **more than three (3) working days**.

a) For absences from classes lasting up to three (3) working days
A student must use the McMaster Student Absence Form (MSAF). This is an online, self-reporting tool, for which submission of medical or other types of supporting documentation is not normally required. A student may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than **25%** of the final grade. <u>A student must follow-up with their course instructor regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor to determine the appropriate relief for missed term work in his/her course.</u>

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

Please visit the following page for more information about the MSAF:

http://academiccalendars.romcmaster.ca/content.php?catoid=13&navoid=2208#Requests_for_Relief_for_Missed_Academic_Term_Work

b) For absences from classes lasting more than three (3) working days
A student cannot use the MSAF. They MUST report to the Student Experience-Academic Office to discuss their situation and will be required to provide appropriate supporting documentation. A student who wishes to submit more than one request for relief of missed academic work per term cannot use the MSAF. They MUST report to the Student Experience-Academic Office to discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

A student who requires accommodations to meet a religious obligation or to celebrate an important religious holiday must make their requests **as early as possible**. If you need **scheduled health care** (e.g., rehabilitation after an accident or wisdom teeth removed), do not schedule it opposite a class and then seek accommodation. Students should not design their class schedule to **create a conflict between two courses**. If they do, an instructor is not obligated to provide any accommodation.

COURSES WITH AN ON-LINE ELEMENT

This course may use on-line elements (e.g., e-mail, Avenue to Learn (AVENUE), web pages, Zoom, 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, user names for

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.

A NOTE ON GRADING

The evaluation 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 business; 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. Cases will be graded on an index of 10. This does not mean that 5 out of 10 represents 50% and a D-. Similarly, when percentages are reported, they should not be automatically interpreted as letter grades according to the registrar's conversion system. When your work is returned after grading, you will be informed regarding how your performance should be interpreted for that particular item.

EXPECTATIONS ON STUDENT CONDUCT

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions with 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 University functions on online platforms (e.g., use of Avenue to Learn, Zoom, etc.) will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

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.

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

A student who requires academic accommodation based on religious, indigenous, or spiritual observances should follow the procedures set out in the ***RISO*** policy. A student 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. A student should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests. A student who requires accommodations to meet a religious obligation or to celebrate an important religious holiday must make their requests **as early as possible**. If you need **scheduled health care** (e.g., rehabilitation after an accident or wisdom teeth removed), do not schedule it opposite a class and then seek accommodation. A student should not design their class schedule to **create a conflict between two courses**. If they do, an instructor is not obligated to provide any accommodation.

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 Policy for Academic Accommodation of Students with Disabilities:

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

Course Evaluations

About the eleventh week of the course, a formal evaluation of the instructor and the course will be conducted by the Centre for Continuing Education. All students are expected to participate in this evaluation as your answers will be used to help change the course structure and your evaluation of the instructor will be used in tenure, promotion and merit pay decisions.

Extreme Circumstances

The instructor and university reserve the right to change the dates and deadlines for any or all curses in extreme circumstances (e.g., severe weather, labour disruptions, health emergencies, etc.). Changes will be communicated through regular McMaster communication channels such as McMaster Daily News, Avenue2Learn and/or McMaster e-mail. It is the responsibility of the student to check their McMaster e-mail and course websites weekly during the term and to note any changes.

Use of Generative Artificial Intelligence (like ChatGPT)

Students are not permitted to use Generative Artificial Intelligence (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 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.

COURSE SCHEDULE – C04 – TUES. 5:30 TO 6:20 P.M.
COM3MC3 – THURS. 4:30 TO 6:20 P.M.
– C05 – TUES. 3:30 TO 4:20 P.M.
– THURS. 2:30 TO 4:20 P.M.
– C06 – TUES. 1:30 TO 2:20 P.M.

Week	*Class 1 (Tuesday)*	*Class 2 (Thursday)*
7-Sep-26	**COURSE INTRODUCTION**	**REMEMBERING SOME KEY MARKETING CONCEPTS** ***THE CASE METHOD***
14-Sep-26	***THE MARKETING PLAN***	***GROUP PROCESS EXERCISE – ROLES AND RULES***
21-Sep-26	*CASE*: **JULIUS SCHMID OF CANADA LTD.** *TARGET MARKET*	*CASE:* **EAST HAMILTON MINIATURE GOLF** *MARKETING STRATEGY*
28-Sep-26	*CASE*: **FORUM DES ARTS** *PROMOTION*	*CASE:* **THOMPSON BROTHERS FUNERAL HOMES** *OVERVIEW*
5-Oct-26	*CASE*: **HURON CANVAS CLOTHIER** *PRODUCT*	*CASE:* **CRAYOLA™ CANADA LTD.** *PRODUCT*
	STUDY BREAK – NO CLASS	***OCTOBER 12 TO 16, 2026***
19-Oct-26	*CASE:* **DOMINION TANKING LIMITED** *PRICING*	*CASE*: **LIMELIGHT CINEMA** *PRICING* **HAND-IN CASE DUE OCT. 21, 2026**
26-Oct-26	***MORE KEY MARKETING CONCEPTS***	**INTERIM PRESENTATIONS**
2-Nov-26	**INTERIM PRESENTATIONS**	*CASE:* **FORTRON INTERNATIONAL INC.** *INTERNATIONAL MARKETING*
9-Nov-26	*CASE*: **NATIONAL MUSIC STUDIO** *DISTRIBUTION*	*CASE:* **PORSCHE CARS CANADA** *DISTRIBUTION*
16-Nov-26	*CASE:* **TREMCO LTD.** *PROMOTION*	*CASE:* **E.D. SMITH & SONS LTD.** *PRODUCT*
23-Nov-26	*CASE:* **TO BE ANNOUNCED**	***REVIEWING THE MARKETING PLAN***
30-Nov-26	**FINAL PRESENTATIONS**	**FINAL PRESENTATIONS**
7-Dec-26	**NO CLASS**	**TERM HAS ENDED**

CASE DISCUSSION QUESTIONS

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?

EAST HAMILTON MINIATURE GOLF

1. Why are Mr. Gauthier and Ms. Hamdani investing in a miniature golf course? What strengths or weaknesses do they bring to the business?
2. Who would use the miniature golf course? How would they decide to play a round of miniature golf?
3. List some different marketing strategies which could be used. What marketing strategy of mix of the 4P's would you recommend?

FORUM DES ARTS

1. In hindsight, explain why ticket sales for the concert had been disappointing?
2. What action should Denis authorize?
3. How can this problem be avoided in the future?

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?

HURON CANVAS CLOTHIER

1. What would be the financial impact of dropping the children's clothing line? How could she recover the lost sales and profits?
2. What would be the prospects of a "Huron for Kids"?
3. As a franchisee, can she drop the children's clothing line?
4. What plan of action would you recommend to Nicole Reynolds?

CRAYOLA™ CANADA LTD.

1. What evaluation criteria should be used to assess the three projects at this early stage of the new product development process?
2. Analyze the three projects using no more than seven of these criteria. Are there any projects which should receive approval?
3. Take a creative second look at any unsuccessful projects. Can any aspects of the product concept be adjusted to overcome your objections to it?

DOMINION TANKING LIMITED

1. Prepare a bid for Andrew in terms of price per mile.
2. What activities would he have to undertake to get all internal parties to agree to the bid?
3. Bidding too low or too high could be disastrous. What precautions could he take?

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?

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?

NATIONAL MUSIC STUDIO

1. Is there enough demand in the suburbs to open a new outlet?
2. If there is a market, which suburb should be chosen – Bedford or Sackville?
3. What changes in the present marketing strategy are required (either for the new outlet or the existing ones)?

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?

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?

E.D. SMITH AND 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 judgemental, 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?

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation in the various learning activities of COM3MC3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during classes or on Avenue2Learn. **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.

COMMERCE 3MC3 - APPLIED MARKETING MANAGEMENT
PEER EVALUATION FORM
Please submit with final report – Monday, December 14, 2026

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 **<u>with no consultation with others in your group or from other groups.</u>**

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 - APPLIED MARKETING MANAGEMENT

GROUP FORM – Due to instructor by Friday, September 25, 2026

GROUP #:____________ (To be assigned)

STUDENT NAME ID# EMAIL

1. LEADER:____

2. ____

3. ____

4. ____

5. ____

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6. ____

COMPANY NAME:____

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

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

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

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