Faculty of Liberal Arts & Professional Studies
Applied Marketing Management
AP/ADMS 3220, Section B
Fall, 2026

COURSE OUTLINE

Course instructor(s): Ian Gordon

Email address: igordon@yorku.ca

Office hours: No specific office hours are established. The instructor is pleased to meet with students before or after each class, or other times by mutual agreement.

Times and locations: Class meets on Thursdays at 4 PM in person at the York University Keele campus in HNE 037.

Note that this is not an online course. Students will meet in class. Some client meetings will be held online while students are in class during the conduct of the course and students will need to bring laptops to class to engage with the clients on the Zoom platform as clients may be at a distance.

Course webpage: See Moodle/eClass

Health and Safety: Health and safety will continue to be a priority. Protocols to help ensure the safe conduct of classes will be followed. Students who want to sit in the first row should wear a mask and keep social distance from the course instructor.

Due to the possibility of battery fires, students are not permitted to bring e-bikes or e-scooters into class or to put the bikes/scooters within 25 feet of the lecture room door(s) outside the lecture room.

Technical requirements for taking the course:

You will need the use of a laptop computer to undertake this course. Several platforms and in-class engagement will be used in this course (e.g., eClass, Zoom, etc.). Please note the following:

- Zoom is hosted on servers in the U.S. including recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Please review the technology requirements and FAQs for Moodle.

Here are some useful links for student computing information, resources and help:

Student Guide to Moodle
Zoom@YorkU Best Practices
Zoom@YorkU User Reference Guide
Computing for Students Website

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Safe exam browser

Students will need to install the safe exam browser to write case responses and the final exam. The browser can be obtained here:
https://safeexambrowser.org/download_en.html

INSTALL THIS ON YOUR LAPTOP BEFORE THE FIRST CASE RESPONSE IS DUE. YOU WILL ALSO NEED IT FOR THE FINAL EXAM. YOU WILL NOT BE ABLE TO WRITE CASE RESPONSES OR THE FINAL EXAM WITHOUT THIS BROWSER INSTALLED ON YOUR LAPTOP. IF YOU ENTER THE LECTURE ROOM WITHOUT THE BROWSER ON YOUR LAPTOP, YOU MAY NOT BE ABLE TO COMPLETE THE CASE RESPONSE OR THE EXAM SO DO THIS BEFORE THE CASE RESPONSES ARE DUE AND WELL BEFORE THE FINAL EXAM – **AND CONFIRM THAT IT IS WORKING ON YOUR LAPTOP.**

Students must use Edge, Chrome or Firefox web browser to launch the exam using the Safe Exam Browser. The Safari browser is unsupported. Users of Edge or Chrome are likely to get an error message: "The information you're about to submit is not secure." If you get this error, click the "Send" anyway button to continue to Launch Safe Exam Browser.

Now, take the quiz in the course website (1 brief question) to confirm that the Safe Exam Browser works on your laptop.

Expanded course description:

This is an intermediate course in marketing that focuses on the application of concepts, principles, and tools of marketing planning. Working with cases, students analyze marketing problems and develop solutions to real-world situations. Course components include: situation analysis, segmentation, targeting, positioning, marketing strategies, evaluation and control. Assignments include creating a real-life marketing plan for a for-profit or not-for-profit organization.

Course objectives and learning outcomes:

This course will help you to:

- Understand and apply basic principles and concepts of marketing planning.
- Analyze marketing problems and/or opportunities.
- Identify reasonable strategies or programs in the areas of product, pricing, communications and distribution.
- Select the best alternative and develop an approach to implement it.
- Analyze and explain the way in which markets and the general environment affect marketing decisions in a variety of industries.
- Communicate more effectively (orally and in writing) in a business context.

Course readings

No textbooks are required for this course. The following describes the readings and cases that need to be purchased. *Both* of these coursepacks should be obtained:

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1. Required *readings*: An electronic coursepack with required readings has been created with Harvard Business Publishing. Click on the following link to purchase the coursepack (US$83.70):
   https://hbsp.harvard.edu/import/1416937
2. Required marketing *cases*: Students are required to purchase a coursepack containing the marketing cases to be discussed during the course (cases are not included in the coursepack for the assigned readings that is mentioned above). Individual cases can also be downloaded from Harvard Business Publishing. Here is the link to a coursepack containing all the cases (US$24.75)
   https://hbsp.harvard.edu/import/1416936

The readings and cases are assigned to specific classes and are to be reviewed before class.

Evaluation

The makeup of the final course grade will be as follows:

Cases (individual) – 6 responses to case questions	18%
Final examination (individual)	25%
Marketing plan group project	42%
Class participation	15%
Total	100%

The first 5 case responses are worth 2.8% each. The sixth response is worth 4%. There is no mid-term examination in this course.

There is no mid-term examination in this course.

Please note the due dates to submit individual case assignments at class, the due dates for group term project, and the dates for the final examination. The dates can be found in the Detailed Course Outline that appears below.

The last date to drop a course without receiving a final grade is **November 10, 2026** for Fall, 2026 term courses.

Course policies

Class participation

Every week students are expected to prepare for and actively contribute to class discussion of theory, application or cases. Class contribution marks are based on the quality as well the quantity of participation. It is important to emphasize that marks are not awarded for attendance although absence is a detracting factor as you obviously cannot participate if you are not in class.

You can maximize your chances to earn participation marks by:

- Being prepared to participate;
- Being willing to debate issues using logic and integrating knowledge of basic marketing;
- Demonstrating initiative to bring relevant knowledge to case/class discussion;
- Listening and reacting to comments made by other students.

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Because grades will be assigned for class participation, some students may wish to have their comments noted. Students can submit a summary of their actual class participation – what they actually said, *not what they thought or would have liked to have said* – to the following email address which is for class participation submissions only: **classparticipation3220@aol.com**. These submissions will help inform your participation grade as will the online peer review survey (to be discussed in class). **It is not mandatory** to submit class participation content as mentioned but it does help to ensure that students' comments are noted. Email such summaries within a week of the end of each class so that your contribution to class can be duly noted. Submissions will not be accepted more than one week after the end of each class when the student's comments were made.

Class participation is based principally on the quality and quantity of contributions in class and also to the team projects. Quality - demonstrating academic thoughtfulness, insight and practical application - is more important than the frequency of contribution.

With respect to case discussion, highly valued contributions include:

- Starting the discussion in a useful way,
- Redirecting the discussion to valuable areas,
- Abstracting learning points,
- Sharing calculations,
- Pursuing the logic advanced by others,
- Participating in special presentations, and
- The rigorous but not stubborn defence of a well-articulated position.

For this class to achieve the level of interaction and insight possible, and for student participation to be gauged, it is essential that students are present at each class. Discussion exercises are assigned and discussions will be held on team projects at class. This will be an important component of the class participation mark.

Students unable to attend class should submit a written, 2-page submission of the subject matter scheduled for discussion at that class.

Students may not miss more than two classes in the semester without professionally appropriate documentation to support reasons for absence.

At classes when cases are discussed, individual students may be asked their views in respect of specific topics. Responses will be considered as part of the class participation grade.

Students will also have an opportunity to contribute to the class participation component of the grade by commenting on the presentations of student groups at the end of the semester by using a survey. Feedback from students regarding the presentations of others will be provided to student groups anonymously.

Individual case submissions

Case studies play a very important role in this course. During the term, students (individually) will analyze and discuss six (6) marketing cases. For each case, students are expected to:

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1. prepare and actively contribute to the in-class discussion of the case, and
2. answer a question that will be provided in class for each case. That is, a question will be provided to students at class on the day we discuss the case. Before we engage in discussion, students will be asked to provide their answer to one question that will be provided to them at class. Students will answer the question on their computer. THE COMPUTER MUST HAVE THE SAFE EXAM BROWSER INSTALLED OR IT WILL NOT WORK. Prepare the case beforehand but you only need to answer one question at class. The case responses will be conducted closed book. One page of handwritten notes will be permissible at class, Students will not have access to their content on their laptop due to the safe exam browser. Students *can* have access to hard copy of the case itself and should bring hard copy of the case to class.

Check the course eClass site for further details regarding case work.

No case presentation is expected.

Note that answers to case questions should be analyzed using only the case itself. That is, stay within the case.

Spelling and grammar count towards your grade. Use charts, tables or graphs where appropriate. You can use bullets as appropriate (as I have done above!)

ANSWERS TO THE CASE QUESTION MUST BE SUBMITTED AT CLASS. There is no opportunity for late or deferred submissions. **Students will need to be present at class to submit. No make ups are available.**

DO NOT EMAIL SUBMISSIONS TO THE INSTRUCTOR AS THEY WILL NOT BE ACCEPTED.

Final examination

The final examination will take place towards the end of the semester. See the course outline detail (below) for the date of the examination and note it in your schedule. The final exam will be based on a mini-case prepared by the course instructor and will cover all subject matter for this semester. The case will be for a known product or product category; questions will be asked to confirm basic understanding and then to apply that understanding to the subject matter of the case.

Marketing plan project

Students, working in groups, will develop a comprehensive marketing plan for an actual client organization. This organization has real concerns and is keenly interested in the outcomes delivered by the students. The project proposal submitted by the participating company will be posted in the course Moodle site in advance of the commencement of classes. Students are encouraged to read this proposal before the first day of class.

Groups will be formed on the first day of class. No changes in group composition will be permitted once the groups are formed although some team members may be added to groups if their late entry to the course is permitted.

There are several milestone assignments for the group project. Detailed descriptions of

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these assignments and due dates are posted on the course Moodle site, under Week 1.

The project should be approached as a TERM project – students should not skew their work towards the end of the semester and still expect to receive support from the client company and be able to produce a quality product as a result. The semester will proceed quickly as there are two classes each week so students should be sure that their term project – and all their work – proceeds in a timely manner.

Students will work on this project throughout the semester; the course content will be applied each week to aspects of the term project and the client organization on which the team will be working.

See the course website in Moodle – download the document entitled, "Group Project – Marketing Plan", for detail on the Term Project.

The term project is intended to be based on detailed and thoughtful engagement with the client, supplemented by additional secondary research. **No primary research** is expected – unless specifically authorized by the course instructor – and such authorization will generally not be provided as this course is not focused on market research. Primary research would include surveys and interviews. Do NOT do either for your term project. Focus on secondary research such as published reports, data from sources such as Statistics Canada and the US Department of Commerce, Census Bureau (if appropriate), Statista, ProQuest, IBISworld, articles, books, etc.

The format for the final deliverable is described in the downloadable document previously mentioned.

ALL SUBMISSIONS SHOULD BE VIA MOODLE. SUBMISSIONS WILL BE REVIEWED WITHIN TURNITIN. **TURNITIN CHECKS FOR PLAGIARISM.**

Students will discuss aspects of the client's organization in class in respect of course theory and examples that will have been reviewed and will provide a group submission that responds to questions in the Course Outline for those weeks when these activities are planned.

Group presentation component of experiential project

Each group will present their client project online. Provide the presentation in **MICROSOFT POWERPOINT** format (no other formats, please) via Moodle eClass before the time noted in this Course Outline. The course instructor will mount the presentation on his desktop and unmute microphones and cameras so students can present. The speaking student should just say "next slide" to advance the presentation.

Present your material using a professional tone and manner, and be crisp and to the point. The presentation does not need to cover everything – just the right things! Prepare your presentation and rehearse it so it works well. All members of the team do not need to present unless this is your team's preference but at least two members of the team should present.

Students should plan to present the term project within 20 minutes, maximum. There will be a penalty of 2% for each minute the presentation runs longer than 20 minutes.

Students should hand in the marketing plan report and presentation material in

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electronic [soft] copy via Moodle to the instructor who will provide it also to the client.

Students will be provided with an opportunity to consider and rate the presentations of other groups and this feedback will be given to the presenters. As mentioned previously, students who provide their views in a thoughtful and comprehensive manner in this online survey will receive credit towards class participation.

Team grades

Grades will be assigned to teams as a whole. In certain situations, the grade may be adjusted where individuals fail to meet the expectations of the group. Note that successful teamwork is part of the curriculum. You are expected to participate successfully in your group, and you have the responsibility to ensure that your group works. If one team member does not work effectively or professionally, that may be as much the team's issue as that of the individual. Approach teamwork respectfully and listen to one another.

Towards the end of the semester, you will have an opportunity to rate other team members in peer reviews and this may be used to adjust the individual's grade relative to the group, if indicated. Where a person has not lived up to the expectations of team members, the Course Director will assess the background to this and may adjust the grade for one or more members of the team to reflect the Course Director's assessment, at his sole discretion. As a result, all team members may not receive the same grade for a team project, so work hard to get along, achieve the project objectives and do what is expected of you – which is a lot like the business environment. More about this as we progress through the semester.

Individual work

THE FOLLOWING IS IMPORTANT. YOU SHOULD UNDERSTAND WHAT CONSTITUTES VIOLATIONS OF ACADEMIC HONESTY SO THAT YOU DO NOT EXPERIENCE A VERY SERIOUS PROBLEM AND POTENTIALLY DELETERIOUS OUTCOME.

According to the Senate Policy on Academic Honesty:

"Plagiarism is the misappropriation of the work of another by representing another person's ideas, writing or other intellectual property as one's own. This includes the presentation of all or part of another person's work as something one has written, paraphrasing another's writing without proper acknowledgement, or representing another's artistic or technical work or creation as one's own. Any use of the work of others, whether published, unpublished or posted electronically, attributed or anonymous, must include proper acknowledgement." (Section 2.1.3 of the Senate Policy on Academic Honesty)

York's policy regarding academic honesty and integrity applies to this course. It is assumed that work submitted by an individual student is the original work of the student alone. Violation is grounds for prosecution under the rules of the University. More specifically, identify what content is not yours alone and make full attribution of sources with complete references.

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Be sure that you **DO NOT** ever and under any circumstances:

- **plagiarize** anybody, on any platform, using any media,
- **paraphrase** the content of anyone else, whether on the Internet or elsewhere. Paraphrasing – INCLUDING THE PARAPHRASING OF AI – is a form of plagiarism,
- **self-plagiarize** including reusing a paper you prepared previously – perhaps for another course – in this course,
- **copy** the paper of another student in whole or in part,
- **use artificial intelligence in any submission** without noting that your submission has made use of artificial intelligence – and that you have received permission from the course instructor in writing to allow this to occur. The instructor will use AI detection tools and any use of AI identified by the tools will be deemed to be equivalent to plagiarism and will be treated accordingly.
- **use any material purchased** online or papers or other content from the Internet or elsewhere without referencing the source. More specifically, students are cautioned *not to download nor use* any content from any web platforms that enable plagiarism – and not to upload to these platforms either. Uploading content could breach academic honesty if another student downloads and plagiarizes (including paraphrasing). If this happens, the student who uploaded content will become part of the investigation and breach of academic honesty charges could be filed. It is also not permissible to upload copyrighted material such as the Course Outline or any course content or summary thereof to course platforms as that breaches Canadian intellectual property legislation.

The above is a partial list of selected violations that the instructor has (unfortunately) seen in the past. For a complete discussion of academic integrity, see the University's Senate Policy on Academic Honesty. This can be found at the following address: https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/

Where no sources are mentioned, the work will be assumed to have originated with the student alone. If this proves not to be the case, VERY severe repercussions will generally result!

Academic honesty and integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism as discussed briefly above (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.).

All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.

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Artificial Intelligence

In this course, all work should be completed by you and you alone. As such, you are not allowed to use generative artificial intelligence (AI), such as ChatGPT, to help you complete any of your work in this course (e.g., tests, papers, assignments, presentations, etc.). You may also not use AI to "polish" your work.

If you do not know whether an online resource or tool can be used in this course, please contact the course instructor for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty.

The course instructor reserves the right to use AI detection tools on ALL submissions.

Turnitin

All assignments are submitted through Turnitin which checks for plagiarism and AI, as does the course instructor. Students may opt out of the use of Turnitin for plagiarism by requesting this from the course instructor. This may only be done in advance as it will be generally assumed that Turnitin will be used for all students. Where a student seeks to opt out from the use of Turnitin, other mechanisms, methods and/or technologies will be identified and described by the course instructor to achieve the same objective.

The use of Turnitin means, among other things, that students consent to the use of their material for inclusion as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described at Turnitin.com.

Deferred standing

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at
http://myacademicrecord.students.yorku.ca/deferred-standing

As communicated to the University community on March 13, 2020, Senate Executive has agreed to waive until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.
DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

In order to apply for deferred standing, students must register at https://sas-app.laps.yorku.ca/. Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies via email (apsas@yorku.ca) providing your ticket number and attaching the DSA form. The DSA must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above-mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails). Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally

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scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not.

Grades Release Dates (Grade Reports and Transcripts)

Grades submitted by an instructor are subject to review by the teaching unit in which the course is offered and by the Faculty Council or Faculty Committee on Academic Policy and Planning. Final course grades may be adjusted to conform to program or Faculty grades distribution profiles. Normally, grades appear on grade reports and transcripts as soon as they are submitted to the Registrar's Office.

Schedule of readings and activities

Please note the following important dates for Fall, 2026:

- Fall classes will start on September 9, 2026.
- Reading Week is October 10-16 for the Fall, 2026 term.
- There is a study day on December 9, 2026
- The course ends on December 8, 2026 for the Fall, 2026 semester.

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Detailed course outline

Where	Class / date	Subject matter	Readings and activities before class	Submissions and activities before and during class	Marketing plan interim milestones
HNE037	Cl Sept 10	Introduction to the course Introduction to marketing planning	*Situation Analysis Toolkit* Product #: 9-510-079		
HNE037	Cl 2 Sept 17	Creating customer value Segmentation and Targeting Meet the T.A. Presentation librarian from Bronfman library	*Creating Customer Value* Sunil Gupta Product #: 8176-PDF-ENG *Segmentation and Targeting* Sunil Gupta Product #: 8219-PDF-ENG https://hbsp.harvard.edu/product/8219-PDF-ENG	**Have you installed the Safe Exam Browser on your laptop?**	Questions to client are due September 18 by 5:00 pm.
HNE037	Cl 3 Sept 24	Meet the client – client discussion		**Have you installed the Safe Exam Browser on your laptop?**	Interim report #1 due Oct 2 by 5:00 pm
HNE037	Cl 4 Oct 1	Positioning	*Brand Positioning* Jill Avery, Sunil Gupta Product #: 8197-PDF-ENG https://hbsp.harvard.edu/product/8197-PDF-ENG	*Abercrombie & Fitch* [Case no.: W12-342 November 6, 2012] **AND** the Netflix documentary: "White Hot." If you don't have Netflix, please read this: https://www.harpersbazaar.com/culture/film-tv/a39736086/who-is-mike-jeffries-abercrombie-and-fitch-netflix-white-hot/	Interim report #1 due Oct 2 by 5:00 pm HAVE YOU INSTALLED THE SAFE EXAM BROWSER? YOU WILL NEED IT FOR THE NEXT CLASS
HNE037	Cl 5 Oct 8	Customer management	*Customer Management*: Product #: 8162-PDF-ENG https://hbsp.harvard.edu/product/8162-PDF-ENG	*Paez* [Case no.: 9-316-085 - October 5, 2016] https://hbsp.harvard.edu/product/316085-PDF-ENG	

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	Cl 6 Oct 15	Reading Week – No class			
HNE0377	Cl 7 Oct 22	Product Policy Situation Analysis	*Product Policy* Robert J. Dolan Product #: 8208-PDF-ENG https://hbsp.harvard.edu/product/8208-PDF-ENG	*Casper Sleep Inc.* Product #: 517042-PDF-ENG https://hbsp.harvard.edu/product/517042-PDF-ENG	Problem identification, 5C Situation Analysis SWOT
HNE0377	Cl 8 Oct 29	Marketing Communications	*Marketing Communications* Jill Avery, Thales S. Teixeira Product #: 8186-PDF-ENG https://hbsp.harvard.edu/product/8186-PDF-ENG	*Tony's Chocolonely: Scaling a Purpose Centred Brand* [CU465-PDF-ENG, February, 2026] https://hbsp.harvard.edu/product/CU465-PDF-ENG	Interim report #2 due Oct 30 by 5 pm
HNE0377	Cl 9 Nov 5	Pricing Interim client meeting	*Pricing Strategy* Robert J. Dolan, John T. Gourville Product #: 8203-PDF-ENG https://hbsp.harvard.edu/product/8203-PDF-ENG	*Theo Chocolate* BAB692, Mar 2012, BAB692-PDF-ENG https://hbsp.harvard.edu/product/BAB692-PDF-ENG	Interim client presentation due at **noon** Interim meeting with client
HNE0377	Cl 10 Nov 12	Digital marketing AI in marketing Final examination preparation	*Digital Marketing* Sunil Gupta, Joseph Davin Product #: 8224-PDF-ENG https://hbsp.harvard.edu/product/8224-PDF-ENG	**Have you installed the Safe Exam Browser on your laptop?** Prepare for task to be undertaken at Class 12	STP, Marketing Strategy Interim report #3 due Nov 13 by 5 pm
HNE0377	Cl 11 Nov 19	**Final examination (cumulative – all work for this entire semester)**			
HNE0377	Cl 12 Nov 26	Student assignment to be conducted in class based on a marketing plan Project review Review of marketing plan presentation		One person from each group to present high level findings and recommendations (F&R) that will be delivered to client next week. Prepare brief presentation with the top 3 findings and recommendations [just the most important] as follows: 1. Group name,	Submit Top 3 F&R presentation to Moodle / eClass before noon on Nov 26

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				members 2. Top 3 findings 3. Top 3 recommendations.	
HNE037	Cl 13 Dec 3	**Project presentations to client on the Zoom platform even though you will be at class on campus. This is because the client will be at a distance.** **Make sure that the presentation and report fully address the Terms of Reference that is been provided to you and your group. Extract content from interim reports 1, 2, and 3 to complete your response to the Terms of Reference. Additional work might be required to address all elements of the Terms of Reference.** **Final report and presentation are due before 5:00 pm on Dec 2 – submit report and presentation to eClass. Presentation should be rehearsed by group. Say "next slide" to instructor for him to advance presentation when your team presents (even though we will all be in the same class on campus). No presentations will be permitted at a distance – students must be at class on campus.**			

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