Course Outline

Course Code	RSM 350 H1 F
Course Name	Marketing Management
Term, Year	Fall, 2024
Course Meets	L5101 Wednesdays 5-7 pm
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Virtual Office Link
Luciano Volpe	luciano.volpe@rotman.utoronto.ca		By appointment, via email. Schedule will be flexible.	
Lauren Hung (TA)	laurenahung@gmail.com			

Course Description

This is an applications-oriented course intended to develop the critical and creative skills required of marketing managers, business unit managers and business owners. This course is an extension to RSM250 and requires students to apply decision making models and creative output to arrive at possible recommendations, simulating the experience and real-life scenarios of managers, marketing managers and business owners.

Learning Outcomes

Upon completion of this course, students should be able to:

Improve report writing skills and applying appropriate models through a given framework.

Analyze various and distinct marketing situations, draw meaningful insights, identifying market opportunities, and learn to develop general marketing strategies.

Succinctly identify problems and issues and effectively communicate those issues in setting forth a plan for applying possible alternative solutions.

Apply creative strategies towards solution-making and integrate perspectives of managers, users and potential consumers/customers intended in developing these strategies.

Present recommendations, written and orally, and defending those recommendations.

Improve oral communication skills through formal presentation formats while working in groups and handling questions from participants.

Course Prerequisites
RSM250 Principles of Marketing is the prerequisite course. It is strongly recommended that students be familiar with the material in introductory courses in economics and statistics.
https://fas.calendar.utoronto.ca/section/Rotman-Commerce

Course Materials

Required Readings
<mark>Course Kit</mark>

Electronic Course Materials
This course will be using the following electronic course materials: Course Kit.

These materials will cost a total of <mark>TBD</mark>. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Evaluation and Grades
Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Due Date
Class Participation	15%	Ongoing
Case Write Up #1	15%	Oct 2
Case Write Up #2	15%	Oct 23
Group Presentation	25%	TBD – different for each group
Final Case Write Up	30%	During Faculty of Arts & Science Final Assessment period

Course Format and Expectations

Writing Assignments or Presentations
Case Write Up #1, #2, Group Presentation and Final Case Write up are intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Case Write-Ups: Students will be required to submit the case write-up before the beginning of class on each of the two due dates – via Turnitin. Grades will be assigned based on knowledge of the case, accuracy of the write-up, ability to address the specific questions asked, creative problem solving, rigour, and clarity. Specific case questions may be posted before the assignment is due.

Final Case Write Up: The final assessment will constitute a written case assignment. The assignment for assessment will be based not only on assigned readings but also on the material discussed in class that may not be covered in readings. Further details of the final assessment, including the due date, will be shared later on in the semester, as more information is shared by the Registrar's office. **Important: the final case write up will be treated as a final exam. There are no extensions granted.**

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

The Group Presentation portion of the course requires students to work in teams of 4 or 5, depending on the size of the class.

GROUP FORMATION: You will choose your groups (maximum of 5 members each, depending on final enrollment for the course for the in-class presentation) within the first 2-3 weeks of the class. Pick and choose members for your group very carefully. People in your group should have roughly the same grade ambitions, similar work ethics, diverse skills, similar schedules to allow for group meetings and they must be people you think you can work with well. The Instructor will take care of any over/under-flows in class. You will need to work out your differences within your group.

MEMBER CONTRIBUTION: Each group will present one case. Assume you are presenting to the decision-maker(s), either as outside consultants or a task force within the organization itself. Your presentation will be 15 minutes in length, plus 5-15 minutes for questions. You could select 1-3 members of your group to make the presentation, but the expectation is that the entire group will contribute to the preparation, and all will be prepared to answer questions.

PRESENTATION: Cases will be assigned to each group once groups are formed. The presentation should present the main points of the case, with emphasis on applying creative and critical thinking in formulating the proposed solution. Each member of the group will receive the same grade.

Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic
- Idea generation
- Promoting further discussion
- Respectful active listening
- Attentiveness

While attendance is necessary for students to participate in class discussions, attendance on its own will not result in a high participation grade. Students must actively contribute and participate by exhibiting the components listed above.

Each week, the Instructor will post credit towards participation for each student during the previous class. The participation grade is split between participation during regular class discussion (10%) throughout the entire semester and participation as conscientious audience members during the presentations of the groups during the second half of the semester (5%).

Missed Tests and Assignments (including mid-term and final-term assessments)
Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: https://uoft.me/RSMConsideration
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), medical note etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN ***one time per term*** to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable. ***Important: there are no extensions granted.***

Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 10% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% will be applied to the second day of late submission. As per above, students who submit beyond two days after deadline may receive a grade of 0 (zero).

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must provide supporting documentation as this will be required as per the policy on missed tests and assignments. No extensions on assigned base reports will be offered.

Research Participation Requirement

Marketing and Organizational Behaviour researchers run experimental studies to test theories about human behaviour. The research requirement is intended to supplement this course's material, by giving you direct exposure to research in these fields. You may fulfill this requirement by:
1. Participation in three hours (credits) of research studies, *or*
2. Analysis of three research articles, *or*
3. A combination of research studies and article analyses

Note, this is **not** an extra credit assignment; credit-hours of participation translate into real percentage values, as determined by the professor (check your syllabus). You will receive one credit for each one-hour of research participation you complete, or per each article analysis you write.

Using Sona: Pre-registered Account and Course Registration

To participate in a research study, you will need to sign into our Rotman Behavioural Research Lab (BRL) research participation website (SONA): https://rotman.sona-systems.com/. Please add both the Sona Admin, rotman-admin@sona-systems.net, and Behavioural Research Lab, Behavioural.Lab@rotman.utoronto.ca, email addresses to your contact list. This will ensure that registration, password reset links, and important updates regarding your account/study participation are not mistakenly marked as spam.

Former Participants: those with existing BRL credit-pool accounts on SONA can use their previous credentials to log-in, and immediately begin registering for courses and studies. **New Users:** your account has already been created for you by our Lab Manager. This account is linked to your "[Username]@mail.utoronto.ca" email address, and a link to complete the registration has been sent to that address.

Trouble Logging In: if you have overlooked your password registration link, or forgotten details of your log-in information, please use the "**Forgot Password**" feature on the SONA log-in page to have these credentials sent to your email.

Please familiarize yourself with the "**Student Guide**," made available to you by your professor. This guide, as well as the FAQ on SONA, cover all the pertinent steps and criteria for completing your participation requirement through either study participation or article analyses. Feel free to email Behavioural.Lab@rotman.utoronto.ca if you have any question.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please email Accessibility Services or visit the Accessibility Services website for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Plagiarism Detection

Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the University's Plagiarism Detection Tool FAQ page from Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

This course policy is designed to promote your learning and intellectual development and to help you reach course learning outcomes. The use of generative artificial intelligence tools and apps is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other AI writing and coding assistants. Use of generative AI in this course may be considered use of an unauthorized aid, which is a form of cheating and will be considered an academic offense in this course.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the

penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any questions about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the Information Commons Help Desk.

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are

excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Schedule

Session	Date	Topic	Readings
1	Sep 4	Introduction	Learning by Case Method
2	Sep 11	New Market Entry	Calyx & Corolla
3	Sep 18	Segmentation, Targeting, Positioning	Black & Decker
4	Sep 25	Integrated Marketing Strategy I	Marvel Enterprises
5	Oct 2	Due Date for Case Write Up #1 International Marketing Strategy I	McDonalds
6	Oct 9	International Marketing Strategy II	Zara
7	Oct 16	Positioning/Communication	Land Rover
8	Oct 23	Due Date for Case Write Up #2 Satisfaction in Two-Sided Market	Uber
9	Nov 6	Service Delivery	Starbucks
10	Nov 13	Integrated Marketing Strategy II	Illy
11	Nov 20	International Marketing Strategy III	Abecrombie & Fitch
12	Nov 27	Review	

Please note that the last day you can drop this course without academic penalty is November 4, 2024.

Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)

URL links for print

- ACORN: http://www.acorn.utoronto.ca/
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: http://studentlife.utoronto.ca/as
- University's Plagiarism Detection Tool FAQ: https://uoft.me/pdt-faq
- The University of Toronto's Code of Behaviour on Academic Matters: http://www.governingcouncil.utoronto.ca/policies/behaveac.htm
- Information Commons Help Desk: http://help.ic.utoronto.ca/category/3/utmail.html
- Become a volunteer note taker: https://studentlife.utoronto.ca/program/volunteer-note-taking/
- Accessibility Services Note Taking Support: https://studentlife.utoronto.ca/service/note-taking-support/
- Credit / No-Credit in RSM courses: https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/
- Rotman Commerce Academic Support: https://rotmancommerce.utoronto.ca/current-students/academic-support/
- Book an appointment with a writing or presentation coach: http://uoft.me/writingcentres
- Writing and Presentation Coaching academic support page: https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/
- Centre for Professional Skills Teamwork Resources page: https://rotmancommerce.utoronto.ca/teamwork-resources
- Book an appointment with a Teamwork Mentor: http://uoft.me/writingcentres