

Course Outline

Course Code	RSM 310H1F
Course Name	Dan Richards
Term, Year	Fall, 2024
Course Meets	Wednesdays from 9:10 am to 11 am
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Office Link
Dan Richards	Dan.richards@rotman.utoronto.ca	416 946-3297	Monday to Friday , 1 pm to 6 pm	By email appointment
Teaching Assistant: Daniel Sanchez Bringas	dsb.uoft@gmail.com			

TWO IMPORTANT NOTES

1. Occasionally students run into a time crunch due to demands from job interviews, family, work or other courses. If you will have difficulty submitting an assignment on time, please reach out to me and to the course TA Daniel Sanchez Bringas as early as possible so that we can find a way for you to meet course requirements while accommodating other demands on your time.
2. My goal is to make One to One Marketing a great learning experience for every student. If you find yourself struggling with anxiety or other issues related to your mental wellness, please reach out to me directly. Everything we talk about will be in confidence. My door is always open to talk about the issues students encounter, with the goal of having One to One Marketing reduce stress rather than add to it.

Dan Richards

Course Description

Today, most businesses conduct marketing activities online through digital marketing, websites, e-mails and social marketing. While that allows marketers to reduce costs and be efficient, too often that efficiency comes at the cost of effectiveness. In this course you'll learn what it takes to be succeed in face to face and written communication with customers, both internal customers

within your organization (senior management, colleagues and front-line staff) as well as outside customers.

But this course isn't just about marketing your company's products and services, it's also about marketing yourself. Whether it be landing a full-time job, selling your ideas on the job or positioning yourself to advance within your organization, you'll learn principles of communication and building relationships that will help you succeed both at Rotman as well as on the job during internships and in your post Rotman career.

Course Learning Outcomes

This course is designed to help you achieve two objectives. The first goal is to help you develop an understanding of the most current research and best practices on common forms of communication:

- Business writing – emails, memos, proposals and reports
- Formal stand-up presentations, including responding to questions
- One on one and small group conversations
- Selling products, services and ideas to external and internal customers
- How to build and improve relationships with colleagues, subordinates and managers
- Networking – how to build and maintain a robust network that will help you get things done on the job and advance your career

The second (and more important) goal is to help you apply the concepts that we cover in class to your day to day interactions. Ultimately, this course is all about helping you create new habits to communicate more effectively. To achieve that, we'll use role plays, presentations, weekly journals and weekly meetings with a small group of classmates who become a Performance Group.

Course Prerequisites

9 credits are required to take this course. In addition you must have completed RSM 250H1

Course Materials

Required Texts

- HBR Guide to Persuasive Presentations, Nancy Duarte
- Spin Selling, Neil Rackham

Note that both of these are available from the U of T library and Toronto Public Library.

Electronic Course Materials

Links to videos and articles will be posted in Quercus. There will be no cost for most articles; the use of these materials complies with all University of Toronto policies which govern fees for course materials.

There will also be some weekly readings from Harvard Business Review, whose articles are not available from the U of T library system. A list of these articles will be posted to Quercus at the start of the course. Students will be asked to sign up for a student subscription to HBR to download these articles; you can then cancel your subscription after one month.

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.

Item	Wt %	Due Date /Time	Delivery
Weekly Quiz	15%	Ongoing	In Class
Takeaways at end of class	5%	Ongoing	Quercus
Weekly Submissions	5%	Ongoing	In advance of classes
Individual Videos	10%	Ongoing	In advance of classes
Feedback on classmate videos	10%	Ongoing	In advance of class
Biweekly Journals	5%	Ongoing	Quercus
Group Project	20%	Report – Nov 12 Presentation – November 14 or 16	In Person
Final Exam	30%	TBD	In Person

Use of Devices

Except when participating in polls and to record key lessons at the end of class, to maximize learning for yourself and your classmates for the first three classes I ask students to keep all devices on silent and out of sight during class. At the end of the third class, we'll take an anonymous vote as to whether students want to continue with this policy.

Meanwhile, **I ask each student to bring a pen and notebook to each class in which to take notes and to write down key takeaways and commitments for the follow week.** I'll explain more about this at the first class.

Attending Class:

Students are expected to attend classes if at all possible. If illness or personal demands mean that you miss a class, to avoid being penalized on grading for in class deliverables, please send me an email by 8 am on the day of the class at dan.richards@rotman.utoronto.ca and copy the TA Daniel Sanchez Bringas at dsb.utoft@gmail.com. If your absence is approved, enter Excused in the “Key Takeaways” google doc on Quercus. You will be expected to listen to the class recording and then to enter the key takeaways and next steps from the class into the Key Takeaways before the start of the next class. **If you need to miss more than two classes, you should book an appointment with me to discuss how you’ll stay abreast of missed classes.**

Course Format and Expectations

Weekly Quiz (15%)

Starting in class 2, each week will start with a short multiple choice quiz based on readings and videos assigned for the class.

- Week 2 will include questions about the syllabus.
- In calculating the Quiz grade at the end of the course, the lowest result will be eliminated.
- If you need to miss a class due to illness, to avoid losing marks on the quiz you must **Email your Teaching Assistant no later than 8 a.m. on the day of the class. In addition, on the first occasion complete the Absence Declaration on Acorn within one week. Subsequent cases of illness will require a verification of illness form in addition to emailing your TA. See below for details on these forms.**
- For students who receive permission to miss a class due to illness, this will be considered an excused absence and they will not lose marks for failing to complete the

Videos and Journals

Before class 2, each team will divide itself into two groups – Group A and Group B. Each week starting in week 3, each group will submit one of two assignments in advance of class:

- A 60 to 90 second video on a topic that will be assigned in class
- A journal outlining progress in the past two weeks using a format assigned in class.

Week	Students in Group A	Students in Group B
Week 2 – Sept 11	Video 1	Video 1
Week 3 – Sept 18	Video 2	Journal 1
Week 4 – Sept 25	Journal 1	Video 2
Week 5 – Oct 2	Video 3	Journal 2
Week 6 – Oct 9	Journal 2	Video 3
Week 7 – Oct 16	Video 4	Journal 3
Week 8 – Oct 23	Journal 3	Video 4
Week 9 – Nov 6	Video 5	Journal 4
Week 10 – Nov 13	Journal 4	Video 5
Week 11 – Nov 20	Video 6	Journal 5
Week 12 – Nov 27	Journal 5	Video 6

Individual Video Presentations (10%)

As part of the course, students will submit six 60 to 90 second videos in response to topics assigned in class.

- Video 1 will be due in week 2. All students will submit this.
- Depending on whether the student is in Group A or Group B, Video 2 will be in week 3 or week 4. Videos 4 to 6 will be due every two weeks after that.
- All videos will be due by 6 pm on Sunday.

Students will get feedback on Videos 2 to 6 from classmates.

You'll get 2.5 marks for submitting Videos 1 to 3. These will not be graded. Videos 3 to 6 will be graded based on criteria covered in class. The grades for these will total 7.5 marks, with each of these representing 2.50% of the final grade.

Weekly Journals (5%)

To assist in applying the concepts covered in class and to help you get maximum learning from the course, on five occasions you will be expected to submit a short journal by noon on the Sunday before class, highlighting your experience in the previous two weeks. I will provide feedback on your journals twice during the course. Note that I read all journals, even if I'm not providing feedback that week.

We'll discuss a template for the journals during the second class and in some classes will also talk about common themes that have emerged from the journals for the previous week, although no individual names of students or journal content will be shared. Note that students in previous courses have found that journals were an important contributor to their learning from the course. The journals are due on Sunday at 6pm.

Weekly Key Takeaways (5%)

Starting with class 1, at the end of each class, students will be asked to post three key lessons from the class into a google doc on Quercus.

- Note that class lessons must be posted no later than noon on the day of the class to receive credit.
- As long as the takeaways relate to content covered in that class, students will get full grades.
- Posting less than three takeaways will result in partial credit for submitting these.
- For students who receive permission to miss a class due to illness, they will be able to submit their three key takeaways after watching the class recording. To do this, students need to email their key lessons to their TA by 6pm on the Sunday following the class that was missed.

Note: Requesting an Excused Absence for Quizzes and Posting of Class Lessons

You can request a maximum of two excused absences before you lose marks for failing to answer the quiz and submit your key takeaways during class.

Group Project (20%)

Prior to Class Two on September 11, students will be assigned to a team consisting of six members. Each team will make a presentation of up to 15 minutes to the Course Instructor and TA on the evening of Thursday November 14 or on Saturday November 16, in a classroom in the Rotman MBA building that will be booked for this. The PowerPoint and an associated written report will be due by 6pm on Tuesday November 12. The topic of this presentation will be announced during the fourth class. The presentation will be followed by a question and answer period that normally lasts 15 to 30 minutes.

Final Examination (30%)

The final exam for the course will take place in class during the exam period on a date to be determined. More details on exam logistics will be discussed in class.

Attending Class:

Students are expected to attend all classes if at all possible. If illness or work or personal demands mean that you miss a class, please send an email by 4 pm on the day of class to dan.richards@rotman.utoronto.ca and dsb.uoft@gmail.com.

Optional Group Activity: Improv Comedy Workshop

Some of the key elements of effective communication include being fully present and engaged in a conversation, listening for meaning and responding spontaneously to what your conversation partner says. To assist in developing skills in these areas, in 2023 student teams in this course were given the opportunity to participate in an optional improvisational comedy workshop offered by Bad Dog Theatre.. It is important to note that students will not be performing before an audience - rather a trained improv comedian will lead a group of up to eight participants through a series of improv exercises.

The response among those students who participated was exceptionally positive. As a result, the plan is to offer this to interested students this fall. The sessions will take place on Monday or Saturday evenings at Bad Dog's location at 392 Spadina, just south of College. The cost to attend this two hour workshop will be \$25 per student and the workshop runs from 6 pm to 8 pm. Note that these sessions are 100% optional and participation will have no impact on your grade.

For those students interested, this fall this will be followed by a dinner at a Chinese restaurant across the street, that will be funded by the Rotman Commerce Curricular Enhancement program. Note that funding has been provided for a maximum of 30 students. If more than 30 students are interested, we'll draw names in class.

More details will be provided during the first class. Comments from some past attendees at these sessions are below:

"The improv workshop was a great way to get out of your head, and learn how to be present, listen, and support your teammates.

Htut Aung

“A great learning experience on how to have empathy for others and to be a supportive team member as everything is a collaborative effort.”

Christina Chan

“Adopting and accepting can not only be applied in professional circumstances, but also suits well in personal life with family, friends, and yourself.”

Keqin Chen

“The workshop equipped me with skills in public speaking, teamwork, and quick thinking which are valuable for both personal and professional success. I highly recommend this workshop to anyone looking to challenge themselves and have fun!”

Yipin Guo

“The improv session was incredibly helpful in preparing for scenarios when I’m on the spot at work. Often in meetings I receive unexpected and challenging questions out of the blue. The improv session helped me get comfortable addressing these scenarios in a practical, applicable and spirited way.”

Alek Jovanovic

“The session helped enhance creativity, communication, adaptability, and teamwork ... especially useful in improving active listening.”

Jagannath Kshtriya

“The improv workshop rekindled my creativity as improv by its nature inspires spontaneity and not taking oneself too seriously.”

Pooja Ramaswamy

“The workshop helped me in overcoming my inhibitions, all while having one of the best nights with my (then classmates, now) friends”.

Maliha Sadia

“The experience was transformative, infusing a sense of humor and positivity into day-to-day communications, fostering social bonding, alleviating anxiety, improving public speaking, and most importantly, instilling a ‘yes’ mindset that encourages creativity and collaboration.”

Jocelyn Song

“If you want to come out of your shell and be more confident, you need to DO THIS!”

Dheeraj Thakore

Writing Assignment and Presentations

The individual presentations, group report and group presentation 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.

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 Assignments

The group report and group presentation requires students to work in teams of six. 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.

Missed Classes and Assignments (including 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.

Late Assignments

All assignments are due on the date and at the time specified in Quercus.

- Late submissions of weekly journals and weekly group assignments will not receive credit for that week.
- Late submission of individual presentations and group projects will 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 each subsequent day.

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.

Generative AI / ChatGPT

In this course, students will be asked to make use of the generative artificial intelligence tool ChatGPT-4 to assist in proofreading emails and other business writing and also to condense written material. Students may also use this to prepare first drafts of group assignments. Students are expected to use the suggestions from ChatGPT-4 as a starting point and to edit this to reflect their own thinking before submitting it. Note that use of ChatGPT-4 will not be permitted during the final examination. There will be an opportunity to talk about use of CHAT-GPT4 during the first class.

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

Note: The topics below are subject to change. After each class, assignments for the following week will be posted in Quercus.

Class #	Date	Topic	Readings
1	September 4	Introduction & Overview	TO BE ASSIGNED AT END OF EACH CLASS FOR NEXT WEEK
2	September 11	The Power of Stories	
3	September 18	Deliberate Practice	
4	September 25	Factors that Drive Likeability	
5	October 2	How to Create New Habits	
6	October 9	How to Project Confidence	
7	October 16	The Law of Diminishing Returns	
8	October 23	Networking and First Impressions	
9	November 6	Planning for Important Conversations	
10	November 13	Selling Your Story (Part 1)	
11	November 20	Selling Your Story (Part 2)	
12	November 27	Course Wrapup	
	Dates to be assigned during exam period	Final Exam	

Please note that the last day you can drop this course without academic penalty is November 6, 2023.

COURSE INSTRUCTOR: DAN RICHARDS

Voted “Best Prof” by the 2022 graduating MBA class. Dan Richards has taught in the MBA program since 1992. One to One Marketing emerged from an experience in which he observed some of his MBA students who were extremely strong technically but who struggled to communicate effectively. Since first offered as an experimental course in 2018, One to One Marketing has received outstanding feedback in student evaluations and has contributed to Dan receiving awards for excellence in teaching.

Dan started his career in consumer packaged goods marketing and in the 1990s, he built and sold two start-ups, the first to Environics Research Group in 1998 and the second to Rogers Communications in 2001. He then served as CEO and led the turnaround and subsequent sale of a public company that was one of Canada’s largest mutual fund and insurance distribution organizations, with 3500 advisors.

Dan has contributed a regular column to the Globe and Mail Report on Business and his book “*Getting Clients Keeping Clients: The Essential Guide for Financial Advisors*” was an international best seller, recognized by a leading U.S. organization for financial advisors as the best resource on client communication. Dan is also a frequent guest on Business New Network.

In 2019, Dan became Academic Director for the course associated with Rotman’s Internship Program. He holds a B.A in economics from McGill University and an MBA from Harvard Business School. When not at Rotman, Dan sits on the boards or fundraising committees of seven charities, five that work in Toronto and two that operate in East Africa. To give it a real world focus, this course incorporates some examples of communication from these charities.

COURSE TEACHING ASSISTANT: DANIEL SANCHEZ BRINGAS

Daniel Sanchez Bringas is a dedicated procurement professional with nearly seven years of experience at Coca-Cola in Peru, where he managed diverse procurement categories and helped the company achieve significant cost savings through strategic negotiations. After completing his MBA from the Rotman School of Management this year, Daniel transitioned to the financial services industry in Toronto. He now manages procurement and oversees third-party relationships, leveraging his expertise in supplier management and risk assessment to ensure compliance and drive value for his organization. A pivotal class with Professor Richards at Rotman played a crucial role in refining Daniel's professional image, particularly in networking, which has been instrumental in helping him land opportunities in the Canadian job market.

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>