

**RSM310 One to One Marketing**  
**Dan Richards** [dan.richards@rotman.utoronto.ca](mailto:dan.richards@rotman.utoronto.ca)

*"Incredibly valuable course - the skills I learned helped me land an offer for a rotation program at RBC"*

*"Most valuable course I've taken at Rotman. Every student should take this course."*

*"Great course, great delivery and overall great experience. Wish there was a higher ranking I could give."*

**TIMING:** Wednesdays from 9 am to 11 am      **12 weeks from September 3 to November 26**

**TARGET AUDIENCE**

Students who want to improve their networking and written and verbal communication skills.

**COURSE MISSION**

Doing great work and having terrific ideas are of little value if you can't sell that work and don't get buy-in to your ideas. As a result of this course, you'll:

- **Learn what it takes to communicate more effectively**, by seeing research on the elements of effective communication and receiving feedback on short videos and presentations
- **Write emails and reports that get action**, by implementing best practices for written communication
- **Expand your network and become more comfortable networking**, by each week practicing how you communicate with potential contacts
- **Improve work and personal relationships** by adopting leading edge research on relationship building strategies
- **Develop your skills at persuasion**, by implementing research into the principles of effective persuasion.
- **Build new habits** to incorporate the insights from each class into your daily routine through weekly goals on building high payoff new routines.

## STUDENT COMMENTS

“Very practical knowledge every student should have”

“A great choice for international students to work on communication skills. Lets you make mistakes and get feedback without worrying about getting judged.”

“Fantastic course – really helped my confidence when presenting”

“Loved the chance to learn from videos of CEOs being interviewed”

“Very relevant as we move into the workforce”

“Practical lessons on dealing with real world challenges of communicating”

“This course changed me in many ways. Now I regularly reach out to friends and contacts. I pay much more attention to active listening. I keep reminding myself to accept feedback instead of arguing. I have applied presentation skills I learned to all my other courses and in the real work.”

“Incredibly valuable – taught me soft skills that are critical after I graduate ”

“The class concepts are very applicable in real life. The professor provided a lot of feedback and the real-life examples and research were very effective”

“Fantastic course! Really helped with my personal development goals.

“Great course. More useful in real life than any other class.”

“A fantastic course that should be mandatory for all students. The course teaches so many important life skills that are helpful in our personal lives as well as careers.”

“One to One Marketing helped me ace multiple interviews, cumulating in three job offers, despite the choppy job market. It helped me become a more confident and articulate communicator, whether presenting a PowerPoint or in written form. This course also helped me to examine the way I went about networking and helped me build meaningful relationships.”

## COURSE INSTRUCTOR

In 2022, Rotman's graduating MBA class voted **Dan Richards** as Best Professor. Before teaching at Rotman, Dan built and sold start-ups to Environics Research and to Rogers Communication. In 2002, he was recruited to become CEO of a public company that was struggling after acquiring five investment distribution firms; he led a team that stabilized the situation leading to a successful sale two years later.

Dan's columns have appeared in Harvard Business Review and the Globe and Mail Report on Business and he is a regular guest on Business News Network. Dan holds an undergraduate degree in economics from McGill University and an MBA from Harvard Business School. He has been a member of Rotman's marketing faculty since 1992 and has consistently won teaching awards based on student ratings of his courses.

Since beginning to teach at Rotman, Dan has taught a broad range of courses. Based on student feedback, One to One Marketing stands out as the one course that years later students say has made the biggest impact on their careers.

| Grading Activity                   | Wt % | Due Date /Time | Delivery  |
|------------------------------------|------|----------------|-----------|
| Class Attendance and Participation | 15%  | Ongoing        | In Class  |
| Weekly Quiz                        | 15%  | Ongoing        | Quercus   |
| Individual Videos                  | 10%  | Every 2 weeks  | Quercus   |
| Biweekly Journals                  | 5%   | Every 2 weeks  | Quercus   |
| Group Submissions                  | 5%   | Weekly         | Quercus   |
| Group Project                      | 20%  | Date TBD       | In Person |
| Final Exam                         | 30%  | Date TBD       | In Person |