

## Course Outline - 2025 Sam Cukierman

|                     |                                                                                                                                                                    |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Course Code</b>  | RSM 250 H1F                                                                                                                                                        |
| <b>Course Name</b>  | Principles of Marketing                                                                                                                                            |
| <b>Term, Year</b>   | Fall 2025                                                                                                                                                          |
| <b>Course Meets</b> | L0201 Wednesday 9 am. – 11am. Sydney Smith Room 2110<br>L0401 Thursday 9am. – 11 am. Sydney Smith Room 1087<br>L0501 Thursday 11am. – 1 pm. Sydney Smith Room 1083 |
| <b>Web page URL</b> | <a href="https://q.utoronto.ca">https://q.utoronto.ca</a>                                                                                                          |

### Instructor Details

| Name                                                                                   | Email                                                                                                                                                                                                                                                                                                                                      | Office Hours                                                      |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Sam Cukierman<br>Assistant<br>Professor<br>Marketing<br>Rotman School<br>of Management | <a href="mailto:Samcukierman@gmail.com">Samcukierman@gmail.com</a><br>Cell: 416-930-5000<br>TA Khaled Eltelbany<br><a href="mailto:khaled.eltelbany@mail.utoront.ca">khaled.eltelbany@mail.utoront.ca</a> 437 972-8480<br>TA Rishika Jain<br><a href="mailto:Rishika.jain@mail.utoronto.ca">Rishika.jain@mail.utoronto.ca</a> 437 669-9905 | Email to schedule<br>appointment<br>Office is 557 Rotman<br>North |

### Course Description and Learning Outcomes Welcome to my Principles of Marketing

Introduction: Each Professor who teaches this course has their unique methodology. We follow the same course outline, but it is important to know each professors' approach to the subject, their expectations, and a few of their rules. This course will introduce you to the fundamentals of contemporary marketing through lectures, case discussion, and weekly exercises to help you appreciate modern marketing management. It is important that you attend all lectures. Your Class Participation will reflect attendance and contribution. Clearly therefore being there counts. We are also for the first time using a text that includes weekly exercises, and completing these exercises in a timely manner will now be part of the grading process. The essence of the course is as follows: We begin with understanding customer value and some research basics and behavior, and then move through 3 STP concepts – Segmentation, Targeting, and Positioning – we then cover the “5 P’s of Marketing” – Product, Place, Promotion, Price, and Profit. We end with Brand. Case analysis takes place to illustrate how this fits into the overall business decision-making process.

Access to Quercus will allow you to find posted lectures, communications, announcements, and critical dates, and help me monitor your weekly exercises. Questions and administrative issues will be covered in lecture 1.

Here is your takeaway - taking this course with me is a two-way commitment – for you, to attend classes, be on time, do the case work and assignments, respect confidentiality, and participate in class discussion. For me, it is to be informative, fair, entertaining, and deliver value in each class to meet and exceed your needs and develop enthusiasm for marketing. You will find lots of “extras” – career counseling, managing social media, job search techniques, and managing your boss.

## Course Scope, Mission and Learning Outcomes

The main objectives of the course are to help students:

- Learn basic concepts of market definition and daily marketing practices (e.g., ads, promotions).
- Develop marketing solutions that address consumer needs.
- Understand fundamental marketing functions including strategy, product development, branding, pricing, distribution, and communication.

## Course Prerequisites

- N/A

## Course Materials

Required Readings. For the purpose of this course, students should have access to the textbook and required [course pack](#) for **Principles of Marketing - RSM250H1S**

Textbook: Marketing: An Introduction (8th Canadian edition) by Armstrong, Kotler, Wilson, and Trifts. – See Quercus for instructions on how to order – you can also order by clicking this link: <https://uoftbookstore.com/adoption-search-results?ccid=7797581&itemid=509068>

### 1. Readings in the course pack:

“Marketing Myopia” by Ted Levitt (1960).

“Bose Corporation: Communication Strategy for Challenging Apple’s Beats by Dr. Dre” by Robert J. Dolan

“Glossier: Co-Creating a Cult Brand with a Digital Community” by Jill Avery

“Drinkworks: Home Bar by Keurig” by Sunil Gupta, Jonathan Levav, and Julia Kelley

(**Note:** This case is selected for the team project and will not be covered in class. Instructors should change this team project case every year.)

Students are expected to do each week’s assigned readings before that week’s lecture. The readings for each class (chapters from the text or items from the course pack ) are provided in the Weekly Schedule. Students are also expected to have access to Pearson MyLab (DSM and Mini-Sims).

### 1. Dynamic Study Modules (DSM)

Students are expected to read the assigned textbook chapters and other than the first class, complete the Dynamic Study Module (DSM) assignments before the class. During the first class, the instructor will demonstrate how to access the DSMs and students are encouraged to complete the first two DSMs before the second of week of classes.

DSMs provide students with a series of questions they can answer with varying levels of confidence, such as "I'm sure," "I don't know," or "I think so." As they respond, colored circles (dark green, light green, or red) appear to indicate their mastery of each question. To complete the module, students must earn a dark green circle for each question. After finishing, they can review their answers and receive their grade. Instructors will also receive students’ grade. The

primary goal of DSM assignments is to encourage students to read the assigned textbook chapters before attending class.

## 2. Mini-Sims

In the classroom, instructors are encouraged to incorporate Mini-Sims as group activities. Mini-Sims allow students to act as a manager and address real-world business problems by making decisions related to course contents. Upon completing the simulation, students receive a performance score and feedback, and instructors gain insights through detailed reports. However, note that instructors do not grade Mini-Sims. The purpose of these activities is to motivate students to apply theoretical concepts in more practical settings and to facilitate peer discussions.

To purchase the course package – hit the course pack blue button under course materials to order your course pack and click the link to order your discounted text - see page 2

Check Quercus to see how to order your text – summary is here for course pack



Please see the step by step instructions below to purchase the materials required for your course.

Course: Principles of Marketing - RSM250 H1F

Professor(s): Sam Cukierman, Yiran Hao, Chang-Yuan Lee

Starting: September 1, 2025

Ending: December 31, 2025

1. Go to the Ivey Publishing website at [www.iveypublishing.ca](http://www.iveypublishing.ca)
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student" role.
3. Click on this link or copy into your browser: <https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000004f5cX2AQ>
4. Click "Add to Cart".
5. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process
6. When payment has been processed successfully, from the Order Confirmation screen, click on "Access Purchases", then click "Downloads".
7. If the coursepack contains Digital learning Experience or Multimedia materials, click on "Go to Course" or "Go to Simulation".

**IMPORTANT:** Access to downloadable files will expire on the course end date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened

using Adobe Reader. This material is for your personal use only and is not to be shared, reproduced, or distributed in any form.

NEED HELP ? Contact your professor directly or email Ivey Publishing's Customer Support Team via a [Service Ticket](#)

- Readings: See the course package and Tentative Weekly Schedule.

### 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/Attendance                                                       | 15%                 | Ongoing                                            |
| Dynamic Study Modules (DSM) Assignments (see class schedule for submission deadline) | 15%                 | Ongoing                                            |
| Research Requirement                                                                 | 3%                  | See “Research Participation Requirement”           |
| Case Group Presentation                                                              | 10%                 | L0201: Nov 27<br>L0401: Nov. 28<br>L0501: Nov. 28  |
| Case Group Report                                                                    | 17%                 | L0201: Nov. 19<br>L0401: Nov. 20<br>L0501: Nov. 20 |
| Final Term Exam                                                                      | 40%                 | During Final Exam Period                           |

### Course Format and Expectations

#### 1. Class Participation/Attendance

Everyone will be expected to show up and participate in class. **If you must miss a class, please advise the TA via email before the class on why you will be missing the class.** Students who repeatedly arrive late or miss lectures without a legitimate reason will have their class participation grade lowered.

This course will include much discussion. Participating in discussion will be required. We encourage thoughtful participations which follow or move the discussion or toward a new direction. Points are given for case discussions, examples, in class exercises, etc. Moreover, points are given for answering questions that the instructor poses to the class. No points are given for asking clarification questions during the lecture portion of a class.

We are more concerned with the quality than quantity of participation. Students are encouraged to consider the following questions:

- Do the students interpret marketing cases and examples using theories, concepts, and analytical tools presented in the readings and lectures?

- Can the students provide insights on why certain market phenomena being discussed in class are observed? Can the students show the ability to challenge the concepts being discussed in class by giving counter examples/reasons?
- Does the participant listen to other thoughts and comments? Is the participant able to build on and evaluate other comments?
- Participation points are given if a student comes up with any insight, right or wrong, as long as he/she can support it with reasons/examples. In a similar vein, any comment, although correct, if not supported by reasons will not be awarded any participation points.

## 2. Dynamic Study Modules (DSM)

Students are required to complete DSM assignments before every course meeting except for the first class (see class schedule for completion deadline).

## 3. Research Participation Requirement

Rotman researchers run studies to test marketing and organizational theories. The research requirement in this course is intended to supplement the course material by giving you direct exposure to research in these fields. You may fulfil this requirement by:

1. Participation in three hours (credits) of research studies, or
2. Analysis of three articles that report research studies, or
3. A combination of 1 and 2.

Credit-hours of participation translate into real points. You will receive one credit-hour towards your course grade for each one-hour of research study participation you complete, up to a maximum of three points for this course.

### *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](mailto:rotman-admin@sona-systems.net), and Behavioural Research Lab, [Behavioural.Lab@rotman.utoronto.ca](mailto:Behavioural.Lab@rotman.utoronto.ca), email addresses to your email contact list. This will ensure that registration and password reset links, as well as important updates regarding your account and the study participation assignments are not mistakenly marked as spam.

New Users: If you're new to the credit pool, you will need to request an account

Former Participants: Those with existing BRL credit-pool accounts on Sona can use their previous credentials to log into Sona.

Trouble Logging In: If the website says you already have an account, but you do not have the log-in information, please use the "Forgot Password" feature on the Sona log-in page to have these credentials sent to your email. Your log-in email will be "[Username]@mail.utoronto.ca"

Please familiarize yourself with the "Student Research-Participation 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 registering for studies and completing your participation requirement through either

study participation or article analyses. Feel free to email Behavioural.Lab@rotman.utoronto.ca if you have any questions.

Research opportunities for the Fall session are anticipated to begin by week 3 of the term, and end around week 11. Do not wait until the last minute to complete the research requirement – there are not always many studies at the end of the semester.

#### 4. Group Case Report and Presentation

**Case Presentation.** Each group will present its case analysis in the last week of class. Each group member needs to participate in the presentation. Each group must submit electronic copies of their presentation—a PowerPoint file or a PDF version—via Quercus.

This project helps you apply the knowledge learned in class to a real-world marketing problem. You will follow a case analysis template that will be given to you by the instructor. When you discuss your case, keep in mind that the application of tools learned in class, creativity and the actual problem solution matter.

- You must work in groups of 7-8 students for this project. Form your own group. The instructor will form the groups and inform the students who cannot form a group.
- Group case report (in PDF file) is due on Nov. 19 (L0201) and Nov. 20 3 (L0401/0501) at 5PM. You need to submit in Quercus (with Original function). No late submissions will be accepted. Students who, for reasons beyond their control, are unable to submit the report by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.
- Clear, concise and correct writing will be required in the case report evaluation. The paper should not be more than 15 pages, double-spaced in 12-point Times New Roman font, including any cover page, tables, figures and appendices, and have a 1-inch margin all around.
- 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 Centre for Teaching Support & Innovation web site (<https://uoft.me/pdt-faq>).

**Peer Evaluation.** Each student is required to submit a peer evaluation form by the end of the day of group presentation. Peer evaluation is conducted to ensure that all students do their fair share of the work. You need to provide a peer evaluation for every member of your group (excluding yourself), rating your peer's contributions, using a scale of 0 (very low) to 5 (excellent). As this is a rating, not a ranking, if all members of your group have made strong contributions, you can rate them all with a 5. The ratings for other members of your team will have no impact on your grade. Note that any score of 0, 1 or 2 must be accompanied by a short explanation of why you marked your teammate with that score. All ratings will be confidential. I will consider the evaluation when assigning final grades to group case report.

## 5. Final Exam

The final exam will cover material from the lectures, cases, and assigned readings in the course packet. It may consist of short-answer and essay questions. The final exam will be held during the end-of-term exam period.

## Other Notes

### *Writing Assignments or Presentations*

Case report is 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](#).

## **Rotman Commerce Attendance Policy *\*NEW\****

**Rotman Commerce students are expected to make every effort to attend each class. Infrequently, students may miss term work, e.g., quizzes, assignments, etc., due to unplanned and extenuating circumstances and must follow the Request for Special Consideration process as outlined in their course outlines. However, Rotman Commerce will not approve any Request for Special Consideration for participation marks for missed classes. Any such request will be denied.**

### *Missed Tests and Assignments*

Students who miss a term 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](#), [Verification of Illness Form](#) 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. If the documentation is accepted students will submit answers to a make up assessment

**Final Exams:** If you miss the final exam in this course for a legitimate reason (illness, etc) you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written at a later date as established by the Faculty of Arts & Science. Instructions can be found here: <https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition>

## ***Late Assignments***

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 20% if the assignment is not received on the specified date, at the specified time. Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

## **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.

## **Turnitin**

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

Students may not use artificial intelligence tools for taking tests, writing research papers, creating computer code, or completing major course assignments. However, these tools may be useful when gathering information from across sources and assimilating it for understanding.

## 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.

**Tentative Weekly Schedule (subject to change)**

| Session                                                                   | Date                     | Topic                                                   | Readings for Class                                                                        | Mini Sims                               |
|---------------------------------------------------------------------------|--------------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------|
| 1                                                                         | Sept 3, &4               | Introduction to Marketing                               | Review Course Outline<br>Chapter 1/Chapter 2                                              | Chapter 1                               |
| 2                                                                         | Sept. 10, &11            | Value Creation, Market Research, and Consumer Behaviour | “Marketing Myopia”<br>Chapter 4                                                           | Chapter 4                               |
| 3                                                                         | Sept. 17, & 18           | Segmentation, Targeting, and Positioning                | Chapter 6                                                                                 | Chapter 6                               |
| 4                                                                         | Sept. 24, & 25           | Products                                                | Chapter 7 (p.215-237)                                                                     |                                         |
| 5                                                                         | Oct. 1, & 2              | Brands                                                  | Chapter 7 (p.237-247)                                                                     |                                         |
| 6                                                                         | Oct 8, & 9               | Marketing Communications (Promotion)                    | Chapter 12                                                                                | Chapter 13                              |
| Enjoying so far? Last day to drop class Nov. 11                           |                          |                                                         |                                                                                           |                                         |
| 7                                                                         | Oct 15, & 16             | Case: BOSE                                              | “Bose Corporation: Communication Strategy for Challenging Apple’s Beats by Dr. Dre”       |                                         |
| 8                                                                         | Oct 22, & 23             | Channel Distribution                                    | Chapter 10/ Chapter 11                                                                    |                                         |
| 9                                                                         | <b>Oct. 29, &amp; 30</b> | <b>Reading Week no classes</b>                          |                                                                                           |                                         |
| 10.                                                                       | Nov. 5, & 6              | Pricing                                                 | Chapter 9                                                                                 | Chapter 9<br>Pricing/Pricing strategies |
| 11.                                                                       | Nov. 12, & 13            | Case: Ikea                                              | Mission: Making a Better Everyday Life for Many People<br>Chapter 2 Marketing at work 2.1 |                                         |
| 12.                                                                       | Nov 19, & 20             | Case: Glossier /vs. Sephora                             | Chapter 13<br>“Glossier: Co-Creating a Cult Brand with a Digital Community”               |                                         |
| Before 5pm, submit your group written report and presentation to Quercus. |                          |                                                         |                                                                                           |                                         |

|     |               |                                                                                        |                                                                                     |
|-----|---------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 13. | Nov. 27, & 28 | Group Presentations<br>Details to follow on times and dates and order of presentations | “Drinkworks: Home Bar by Keurig”<br>Submit Peer Evaluation forms AFTER presentation |
|     | (TBD)         | Final Exam, Scheduled by Registrar’s Office.                                           |                                                                                     |

**DSM Assignment Submission Deadline (subject to change)**

| Session            | Topic                                                   | DSM Assignment         | Assignment submission deadline (before 11:59pm) |
|--------------------|---------------------------------------------------------|------------------------|-------------------------------------------------|
| 1                  | Introduction to Marketing                               | Chapter 1/Chapter 2    | Sunday (before week 2)                          |
| 2                  | Value Creation, Market Research, and Consumer Behaviour | Chapter 4              | Sept. 17, 18                                    |
| 3                  | Segmentation, Targeting, and Positioning                | Chapter 6              | Sept. 24,25                                     |
| 4                  | Products                                                | Chapter 7              | Oct. 1,2                                        |
| 5                  | Brands                                                  |                        |                                                 |
| 6                  | Marketing Communications (Promotion)                    | Chapter 12             | Oct. 15, 16                                     |
| Reading Week Break |                                                         |                        |                                                 |
| 7                  | Case: BOSE                                              |                        |                                                 |
| 8                  | Channel Distribution                                    | Chapter 10/ Chapter 11 | Nov. 5,6                                        |
| 9                  | Pricing                                                 | Chapter 9              | Nov. 12,13                                      |
| 10                 | Case: Ikea                                              |                        |                                                 |
| 11                 | Case: Glossier                                          | Chapter 13             |                                                 |
| 12                 | Presentations                                           |                        |                                                 |

**Note: It is strongly recommended that you do your DSM assignments as per the schedule above. However we have added some flexibility here that for participation grading purposes the the**

**first 5 DSM assignments be completed by Oct. 31 and that the remaining DSM assignments be completed by the last day of class**



### 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](mailto: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>