



Rotman Commerce
UNIVERSITY OF TORONTO

Course Outline: Fall 2019
Principles of Marketing RSM250H1, Section L0301
Classes Meet: Tuesdays, 9.am -11 a.m. Room 2214
Building: Oise 252 Bloor St. West

Instructor: Professor Sam Cukierman Room 557, RT, 105 St. George
E-Mail: scukierman@rotman.utoronto.ca or samcukierman@gmail.com
Course Webpage: <https://q.utoronto.ca>
Phone: Office: 416-946-3297 Cell: 416 930-5000
Office Hours: By appointment
Teaching Assistant: Jeffrey Fasegha (j.fasegha@mail.utoronto.ca) 403-969-7038

Course Scope and Mission:

This course will introduce you to the fundamentals of contemporary marketing through lectures, case application, and discussion of both the theory and practice of modern marketing management. At the end of the course you will have a working knowledge of key marketing terms and definitions, understand the marketing planning process, customer segmentation, targeting, brand positioning, strategy, and execution (product development, pricing, distribution and communications). Finally, the case discussions in particular will help you understand how marketing fits into the overall business decision-making process.

Questions about the course and administration issues are covered in the first lecture. Please bring your name tents to every class. Announcements and updates, if any, will be posted to Quercus. Therefore, make sure that you have access to Quercus (<https://q.utoronto.ca>) and that your email address is recorded correctly in Quercus.

This course requires a two-way commitment: on your part, to attend classes on time, prepare for each class with case work and assignments, respect the need for confidentiality, and participate in class discussion; for my part, to deliver an informative and value added experience in each class to enable you to make informed marketing decisions, create future interest in the marketing discipline, bring a sense of humour and current affairs to class, and meet your individual and collective needs.

“Course Co-Requisites: RSM100H1/MGT100H1/RSM100Y1.

**Weekly Schedule (All Readings in Case Package)
L0301 – Tuesdays 9 a.m. – 11 a.m.**

Dates	#	Lecture and Discussion Topics	Readings and Preparation
Sept. 10	1	Introduction; Scope of Marketing; Review Course Outline	The Consumer Decision Journey Competing on Customer Journeys
Sept. 17	2	Consumer Behavior	Marketing Research Chap 10.1,2 Marketing Myopia
Sept. 24	3	Segmentation, Targeting and Positioning	“Market Segmentation, Target Market Selection, and Positioning” “Brand Positioning Statements”
Oct. 1	4	Products, Brands, Strategy	“Principles of Product Policy” Case Analysis Note
Oct. 8	5	Case Discussion: Ikea Marketing Research	“Ikea Invades America” case Marketing Research Note
w/o Oct. 7		Optional Tutorial date TBD Jeffrey Advise Jeffrey names in your group	Jeffrey Fasegha For End term Group Presentations
w/o Oct 14	6	MIDTERM in class Oct 15 – subject to change TBA	
Oct. 22	8	Guest Speaker	Articles on Lacroix: New Yorker NYT Screen Chow INC
Oct. 29	9	Pricing Strategy & Distribution Strategy	“Principles of Pricing”
Nov. 5	10	Reading Week No Classes week of Nov. 4 Last Day to drop Fall Term Courses Nov. 4	Read Starting the Analytics Journey
Nov. 12		“Sephora” Case	“ Sephora ” case
Nov. 19	11	Marketing Communications “reMarkable” Written Case Analysis and Powerpoint Presentations due to Jeffrey Fasegha by midnight tonight	Marketing Communications -Written Case Analysis (Word) and Presentation Slides (Powerpoint) - Peer Evaluations due midnight
Nov 26	11	Group Presentations	Groups 1-5
Dec. 3	12	Group Presentations	Groups 6-10
To get full marks, email the TA your peer evaluation form by end of day Monday			
FINAL EXAM	SCHEDULED BY REGISTRAR’S OFFICE – DEC. 7-20		

Required Readings

There is NO textbook for this course. All readings from Course Package: RSM250H1F are purchased online at this link <https://www.iveycases.com/CoursepackView.aspx?id=24100>

Course Package includes the following contents as listed below:

Readings: (HBS = Harvard Business School)

1. "[Marketing Myopia](#)," by Ted Levitt (1960).
2. "Marketing Research" Chapter [10.1](#) and [10.2](#).
3. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), HBS #9-506-019.
4. "Brand Positioning Statements," by Gerry Yemen and Ronald Wilcox (2012), UV5792, Darden Business Publishing, University of Virginia.
5. "Principles of Product Policy," by Anita Elberse (2006), HBS #9-506-018.
6. "Marketing Communications," by Thales Teixeira (2012), HBS #9-513-041.
7. "Understanding Brands," by Anat Keinan and Jill Avery, HBS #9-509-041.
8. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), HBS #9-506-021.
9. "Note on Behavioral Pricing," by John T. Gourville (1999), HBS #9-599-114.
10. "Going to market," by R Dolan (2000), HBS #9-599-078.

Cases

1. "Sephora Direct: Investing in Social Media, Video, and Mobile" by Ellie Ofek and Alison Wagonfeld (2112) HBS Case # 9-511-137
2. "Ikea Invades America," by Youngme Moon (2004), HBS #9-504-094.
3. "Bose Corporation: Communication Strategy for Challenging Apple's Beats by Dr. Dre," HBS #9-518-036
4. "reMarkable: e-Writing the Future," by Elie Ofek and Curtis Hsu (2018), HBS # 9-517-018

Learning Activities, Evaluation, and Grades

Students will be judged on their command of the course materials. Note that some of the questions you will be asked do not have a specific right answer; therefore, some of the grading is necessarily subjective.

	<u>Weight</u>	<u>Due Date</u>
1) Class attendance and participation	15 %	Ongoing
2) Research Requirement	3 %	See "Research Requirement" below
3) Mid Term Exam	25 %	W/O Oct 14
4) Group Case Reports	12 %	Due Nov. 19
5) Group Case Presentation	5 %	Nov. 26, Dec 3
6) Final Exam	40 %	During the Final Exam Period
Total	100 %	

Greetings,

This message explains how to purchase materials needed for your course.

Course: Principles of Marketing

Professor(s): Sam Cukierman

Starting: Sep 06, 2019

Ending: Dec 09, 2019

1. Go to the Ivey Publishing website at www.iveycases.com
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 User" role.
3. Click on this link or copy into your browser: <https://www.iveycases.com/CoursepackView.aspx?id=24100>
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
 - o To order the material in digital format, check "digital download" and click "OK".
 - o To order a printed copy for delivery, enter the print quantity required and click "OK". Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
 - o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.
 - o If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order 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.

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Business Hours:
Monday to Thursday: 8:00am-4:30pm (ET)
Friday: 8:00am-4:00pm (ET)

1. Grading Elements: Class Participation (15%)

You are expected to prepare thoroughly and make every effort to attend every class. This course will include a substantial amount of small group discussion during the class. Participation in this discussion will be absolutely critical if you are to benefit fully. My role during a discussion of a case or an example is that of a facilitator and moderator. I am less concerned with “right” or “wrong” answers than with thoughtful contributions which follow the discussion, add to the debate, or move it in a new direction.

Participation points are mainly given for discussion of examples and cases or in-class exercises. In addition, you get participation points for answering questions that I pose to the class. There are no participation points for asking clarification questions during the lecture portion of a class.

For the discussion of cases in class, thoroughly preparing the case beforehand is essential to get the most out of the class. I will be calling on students to answer questions about the case. If you have been unable to prepare a case, send me an email beforehand and I will not call on you. If I don't get an email, I will assume that you are able to answer questions about a case.

Everyone will be expected to show up and to be prepared for class. If you must miss a class, please send me an email before the class with the reason that will be missing the class. Students who repeatedly arrive late to lectures or who miss lectures without a legitimate reason will lose participation points.

Your learning in this course is directly related to your willingness and ability to contribute to the class discussions. Please feel free to raise an opinion or offer an analysis no matter how different it is from the emerging theme in the classroom. Focus on quality and not on quantity while contributing to the discussion. Civility and respect for others' opinions are important attributes to possess in the give and take of classroom debate. In general, your contribution will be evaluated on the following:

- Thoughtful responses,
- Understanding and analysis of topic,
- Idea generation, and/or
- Promotion of further discussion.

2. Grading Elements: Research Requirement (3%)

Marketing and Organizational Behaviour researchers run experimental studies to test theories and hypotheses about human behaviour. The research requirement in this course is intended to supplement the material on marketing and organizational behaviour in this course by giving you more direct exposure to research in these fields. You may fulfill the 3-credit-hour research participation 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 research studies and article analyses

Note, this is not an extra credit assignment: credit-hours of participation translate into real point (percentage) values. You will receive one credit-hour, towards your course requirement, for each one-hour of research study participation you complete: each credit-hour may be comprised of participation in two 0.5 credit-hour studies; a single 1-credit-hour study; or, an article analysis.

USING SONA: PRE-REGISTERED ACCOUNT AND COURSE REGISTRATION

Syllabus Research Requirements Fall 2019

RESEARCH PARTICIPATION REQUIREMENT

Marketing and Organizational Behaviour researchers run experimental studies to test theories about human behaviour. The research requirement in this course is intended to supplement the material on marketing and organizational behaviour 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 articles that report research studies, **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 point (percentage) values, as determined by the professor whose course you are enrolled in (check your syllabus). You will receive one credit-hour towards your course grade for each one-hour of research study participation you complete: each credit-point may be comprised of a single 1-point study, two 0.5 credit studies, or an article analysis that 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, and Behavioural Research Lab, Behavioural.Lab@rotman.utoronto.ca, email addresses, to the contact list of the email account linked to your Sona account. This will ensure that registration and password reset links and important updates regarding your account and the study participation assignment are not mistakenly marked as spam.

Former Participants: those with existing BRL credit-pool accounts on Sona can use their previous credentials to log into Sona, and immediately, begin registering for courses as soon as they are posted. **New Users:** those of you new to our credit pool, have had your course(s) added to an account that has been created for you. This account is linked to your “[Username]@mail.utoronto.ca” email address, and a link to complete 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 the email linked to your Sona account (UofT address for new users).

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 question.

Participation opportunities in research studies for the fall session are anticipated to begin the week of **September 9, 2019**, and the final participation deadline is **December 5, 2019**.

In the first class, I will tell you where you can find the “**Student Research-Participation Guide.**” Please familiarize yourself with this guide, as well as the FAQ on Sona; these cover all the pertinent steps and criteria for registering for studies and completing your participation requirement through either study participation or article analyses. Should these sources not answer any questions you may have regarding subject pool participation, please, email [Team BRL](#) with your full name and student ID, and we will be happy to assist you.

You must complete 3-credit-hours worth of studies to fulfill your research participation requirement in this course.

Participation in research studies.

To participate in a research study, sign up for the research participation website (<https://rotman.sona-systems.com>) and read the descriptions of research studies that are posted there.

Once you identify a study in which you would like to participate, choose a time slot in which to participate. Studies usually take place in the behavioural lab in the Rotman building, but some studies may run online or in another physical location. Participation in the actual research will take between 45 and 60 minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit.

Questions: contact Yasas 416 946-5072 Behavioural.lab@rotman.utoronto.ca

Analysis of articles.

Although, Rotman highly encourages you to fulfill your research requirements through study participation, you may also elect to fulfill these credits through article analyses.

To analyze an article, you may select articles from the Journal of Consumer Research, the Journal of Marketing, or Marketing Science. You can either locate these journals *online*, or go to the Robarts library. Look through the marketing research articles in these journals from the previous three years until you find ones that interest you.

Step 1. Select an article – make sure this article includes a research study or experiment

Step 2. Read the article

Step 3. Write a summary of the article, including:

1. the objectives and hypotheses of the research study;
2. the importance of the issues in the research study to the marketing community;

3. the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study,
4. the key results,
5. strengths and weaknesses of the study, and
6. the usefulness of the results to those in the marketing field

Formatting. Most analyses can be sufficiently covered in 2-3 pages. Your analyses should use a 12-pt. font; use 1.5 line spacing; include standard (1-inch) margins; and, use APA formatting: including in-text citations, and a works cited for the article you are reviewing, and any other articles you reference.

Credit-Value. Each article review is worth the equivalent of 1-credit hour of research participation. Should you elect to do only the article analyses, you will need to review three articles to complete your research requirement for this class. The analyses will be graded on a pass/fail basis. Credits earned will be reflected on your Sona-account as “non-study” participation credits.

Submissions. Article analyses are **due no later than 5 pm, on** , and should be emailed to the lab at: Behavioural.Lab@rotman.utoronto.ca. Please, use the phrase, “**Article Analysis**” in the **subject line** when sending a review, and tell the lab:

1. Your Full Name
2. Your UofT Student ID
3. Sona User ID (username)
4. The course name and section - Principles of Marketing RSM250H1, Section L0101

3. Grading Elements: Group Case Report (12%)

The purpose of this project is to apply the knowledge learned in class to a real-world marketing problem. You will follow case approaches and analysis tips that will be given to you. When preparing your report and your case analysis presentation, keep in mind that both creativity and the actual problem solution matter.

You must work in groups of four students for this project. Each group must email the teaching assistant Jeffrey Fasegha with your group members by end of day on Oct 7, 2019. Students who have not formed a group by then will be assigned to a group by the TA. Thereafter, students will not be able to switch groups.

Please note that clear, concise, and professional writing will be considered in the evaluation of the case discussion paper and presentation. You will lose points for writing that impedes communication including poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors.

Students who require additional support and/or tutoring with respect to writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing

skills. There is no charge for the instruction and support.

The paper should not be more than 15 pages, double-spaced in 12 point type in a sans serif font (e.g. Calibri, Tahoma or Gadugi) with a one inch margin all around. (The font for this outline is Calibri.) Excluded from the 15 page limit are the cover page and any appendices. The report must be received by the TA, Jeffrey Fasegha by midnight Nov. 19, 2019. It must be submitted in Word (not a PDF). Any submission delivered after this will not be accepted. I strongly encourage you to aim at finishing the final draft of your written case submission at least 24 hours before the deadline.

Note that groups will be required to submit their “Case Discussion Paper” to www.turnitin.com 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 Turnitin.com reference database, where they will be used solely for detecting plagiarism. The terms that apply to the university’s use of the Turnitin.com service are described on the Turnitin.com website.

4. Grading Elements: Group Case Presentation (5%)

Each group has to present its case discussion in front of the entire class (See dates on class timeline weekly schedule). Each group member has to participate in the presentation. The time allocation of each presentation is 15 minutes plus 3 minutes for Q&A (though this may change depending on the number of groups.) You need to prepare your presentation in MS PowerPoint. **Each group must submit an electronic copy of its presentation—as an MS PowerPoint (.pptx or .ppt) or a PDF file—to the TA via email by 11:59pm the day before the class presentations.¹ Each group must submit a hard copy of its presentation at the beginning of the presentation (see timeline below).**

5. Peer evaluation:

Each student is required to email the TA a peer evaluation form by the end of the day on November 16.

There will be a short peer evaluation sheet to provide input as I assign grades for the written case assignment and group presentation and to encourage all students to 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 (terrible) 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-written explanation of why you marked your team mate with that score. All ratings and explanations will be confidential. While peer evaluations do not have a grade affixed to them, Jeffrey Fasegha and I will consider the evaluation when assigning final grades.

¹ The PDF version is a back-up that you would use for your presentation if your PowerPoint file is not formatted as you had intended when you access it on the computer in the classroom. (This has occurred in the past because of differences in default formatting settings.) You can convert your PowerPoint file to a PDF file using various free PDF converters that are available online, such as <http://www.freepdfconvert.com/>.

Group Dynamics:

Learning to work together in teams is an important aspect of your education and preparation for your future careers. Project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect,
- Honour the ground rules established by the team,
- Contribute substantially and proportionally to the final project,
- Ensure enough familiarity with the entire contents of the group project/assignment to be able to sign off on it as original work, and
- Meet the project timeline as established by the team.

For more information, read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students”, which is available on the RC portal under the Academic Services tab. Note that conflicts within teams can, and do, occur. Conflicts are part of the team’s process of learning how to work together effectively and can generate exciting debate and creative solutions, if managed appropriately. Student teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** The Rotman Commerce Team Coach is Nouman Ashraf. Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the role of the Team Coach’s is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes

Nouman may be reached at nouman.ashraf@rotman.utoronto.ca for an appointment.

Grading Elements: Mid-Term (25%) and Final Examination (40%)

The Mid-Term Test and Final Exam will be closed book tests that cover material from the lectures, cases, and assigned readings in the course packet. The midterm will be held during class on May 29. The midterm and final exams may consist of multiple choice questions, short-answer and essay questions. The final will be held during the final examination period. The final exam will cover the content of the entire semester.

Optional tutorials will be offered in advance of the start of class from 9:00 to 9:45 on the following dates:

w/o Oct 7: Tutorial for midterm – Details to follow

w/o Nov 19: Tutorial for final exam – details to follow

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

Important Note: There will be no make-up midterm test. If the documentation is satisfactory, the weight of the midterm test will be moved to the final exam (i.e., the final exam will carry 70% instead of 40%).

Appendix – Quercus and Academic Integrity

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

Course Work & Academic Integrity

Academic Integrity: Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. Thus, 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, 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:

(<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>)

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 following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question 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 UofT resources such as College Writing Centres or the Academic Success Centre.

Students are expected to conduct themselves with the utmost integrity during their time at the University of Toronto and, without limiting the foregoing, will:

- Maintain an optimal learning and work environment for themselves and others (cooperation, keeping commitments, attendance, on-time arrival, preparation in advance, participation and non-disturbance during classes)
- Submit only original work, giving credit to others where appropriate;
- Neither give nor receive unauthorized aid in examinations or on assignments;
- Contribute substantially and proportionally to each group assignment;
- Ensure enough familiarity with the entire contents of group assignments to be able to sign off on them as original work;
- Accept and acknowledge that assignments found to be plagiarized in any way will be subject to sanctions under the University's *Code of Behaviour on Academic Matters*;
- Represent themselves honestly to members of the Rotman Commerce community and to outsiders;
- Represent Rotman Commerce appropriately to the outside world, and act as professionals (integrity, deportment, reasonableness and respect).
- During class, please turn off your cell phone. If you need to be reachable via cell phone during class due to exceptional circumstances, please ensure that your cell phone is set to vibrate and take calls outside of the classroom.

Remarking requests for term tests & assignments (excluding the final examination):

Requests to have mid-term tests and assignments remarked will be considered if the following conditions are met:

1. the test/assignment is submitted to the instructor no later than four weeks after the marked test/assignment has been made available to the student;
2. the student submits with his/her request a written explanation as to why and where he/she believes he is entitled to more marks; and
3. the instructor has no reason to believe the student has made any changes subsequent to the test/assignment being returned.

Students should be aware of the following:

- Several tests/assignments are randomly photocopied before being returned;
- Items submitted for remarking will be remarked in their entirety and the mark awarded may increase, decrease, or remain the same.

Remarking requests for the final exam: After the issue of final results and within six months of the final examination period, a student may request from the Office of the Faculty Registrar (Room 1006, Sidney Smith Hall) a reproduction of his/her final examination. If, upon inspection, the student wishes to have the paper reread, s/he must set down reasons in detail and petition through their College Registrar within six months of the final examination period. Students should note that in cases where a failing grade is issued, examinations must be reread before the marks are reported. Instructors may not subsequently reread any final examination except on the authority of a petition, which must outline specific instances of disagreement with the existing grading and an indication of the grounds for such disagreement.

Accessibility Needs: The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

accessibility.services@utoronto.ca or <http://www.studentlife.utoronto.ca/as>

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

If permission 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 anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.