



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 250 H1F

Principles of Marketing

Fall 2018

Course Meets: L0401 / Tuesday 1-3pm / SK 548
L0501 / Tuesday 3-5pm / SK 548
L0601 / Wednesday 9-11am / RW 140

Instructor: Professor Ryan Webb. RT 564
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Office Hours: Thursday 2pm-3pm
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Questions About the Course

Please email the TA with all administrative questions. See me after lectures or during office hours about content-related questions. In all email correspondence, please include "RSM 250" and your section number in the subject line.

Course Administration Issues

Please bring your name tents to class so that it is easy for all of us to refer to each other by name. This is especially important in order to be able to assign participation grades. Announcements and updates, if any, will be posted to Quercus. Therefore, make sure that you have access to Quercus and that your email address is recorded correctly.

Course Scope and Mission

This course is designed to introduce you to the fundamentals of contemporary marketing through the discussion of theoretical and practical aspects of modern marketing management and application of marketing principles to real-world cases. You will learn the basic concepts of market definition, consumer behaviour, and the principal marketing functions: strategy, product development, branding, pricing, distribution, and communication.

Course Corequisite: [RSM100H1](#)/ [MGT100H1](#)/ [RSM100Y1](#)

If you drop any of the co-requisites during the academic term, you must also drop this course. Contact Rotman Commerce Academic Program Services for academic advising if needed.

Required Readings

- The full list of readings is on the weekly schedule at the end of this syllabus.
 - Some readings are from the **Electronic Course Package**. Please purchase all readings from the course package (instructions below).
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.
- Link to course pack: <https://www.iveycases.com/CoursepackView.aspx?id=24167>
- You are expected to do each week's assigned readings before that week's lecture.

Electronic Course Package includes the following content:

Readings:

1. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), HBS #9-506-019.
2. "Principles of Product Policy," by Anita Elberse (2006), HBS #9-506-018.
3. "Understanding Brands." By Anat Keinan and Jill Avery, HBS #9-509-041
4. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), HBS #9-506-021.
5. "Note on Behavioral Pricing," by Robert J. Dolan and Hermann Simon (1999), HBS #9-599-114.
6. "Going to Market," by Robert J. Dolan (2000), HBS #9-599-078
7. "Marketing Communications," by Thales Teixeira (2012), HBS #9-513-041.

Cases

1. "Ikea Invades America," by Youngme Moon (2004), HBS #9-504-094.
2. "Mountain Man Brewing Company: Bringing the Brand to Light", by Heide Amelli, HBS #2069.
3. "Bose Corporation: Communication Strategy for Challenging Apple's Beats by Dr. Dre" by Robert J. Dolan (2019), HBS # 9-518-036.
4. "reMarkable: e-Writing the future" by Elie Ofek and Curtis Hsu (HBS #5-519-050)

Evaluation and Grades

Each student will be judged on the basis of how well he or she has 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.

	Weight	Due date
Class Participation	15%	Ongoing
Research Requirement	3%	See "Research Requirement" below
Mid Term Exam	25%	October 17, 6-8pm
Group Case Paper	12%	Electronic copy due Nov 21.
Group Case Presentation	5%	Electronic copy of slides and peer evaluation due Nov 21. Hard copy of slides due in class Nov 22 or 29 on your group's scheduled presentation day.
Final Exam	40%	During Faculty of Arts & Science Final Exam Period
TOTAL	100%	

Students may be required to submit their course essays 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 the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

Course Format and Expectations

The course is composed primarily of active discussion on your part during lectures. The purpose of the lectures is to present and discuss theories, concepts, analytical techniques and empirical findings.

We will discuss many examples and cases with the goal of applying the concepts in real-world contexts.

You are expected to do each week's assigned readings **before** coming to class.

1. Class Participation

This course will include much discussion. Participation in this discussion will be absolutely critical if you are to benefit fully. The instructor's role during a discussion of a case or an example is that of a facilitator and moderator. We are less concerned with "right" or "wrong" answers than we are with thoughtful contributions which follow the discussion, add to the debate, or move it in a new direction. Furthermore, we don't want to have a situation where everyone is competing for airtime. So we grade participation according to the following expectations:

- Participation points are mainly given for case discussions, discussions of examples, in-class exercises, etc. Moreover, participation points are given for answering questions that the instructor poses to the class. There are no participation points for asking clarification questions during the lecture portion of a class.
- Everyone will be expected to show up and to be prepared for class. If you must miss a class, please advise me and the TA before the class on why you will be missing the class. Students who repeatedly arrive late to lectures or who miss lectures without a legitimate reason will have their class participation grade lowered.
- Every student is expected to display his/her name card during class. Moreover, each student should sit in the same seat during every class. This makes it easier for the instructor to keep track of participation.
- Good participation means quality of participation, as opposed to quantity. The following questions will be considered in grading participation:
 - Do comments interpret or integrate facts (presented in cases and examples) using theories, concepts, and analytical tools presented in the readings and lectures?

- Can the participant provide insights on why certain market phenomena being discussed in class are observed? Furthermore, can he/she add to the concepts being discussed in class with suitable examples?
- Can the participant show the ability to challenge the concepts being discussed in class by giving counter-examples/reasons?
- Is the participant an effective communicator? Are comments presented in a concise and convincing manner?
- Does the participant listen to other comments? Is the participant able to build on and evaluate other comments? Does the participant learn from and show respect for other speakers and their points of view?
- Most importantly, participation points are not given for the 'right' answers. Instead, *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 backed up by reasons will not be awarded any participation points.

2. 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

This is not an extra credit assignment. 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: if you are new to our credit pool, you 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**.

4. Group Case Paper

The purpose of this project is for you to 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 both creativity and the actual problem solution matter.

You must work in groups of 5-6 students for this project. All members of each group must be in the same section. **You have to inform the TA about your group members’ official names and your group’s case preference via email (see Weekly Schedule). Students who have not formed a group by this time will be assigned to a group by the TA. Thereafter, students will not be able to switch groups.**

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. Note that we will not read and consider the content of the pages that go beyond the maximum number of pages allowed.

Please note that clear, concise, and correct writing will be considered in the evaluation of the case discussion paper. That is, you may lose points for writing that impedes communication: 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 their writing skills are encouraged to read the Writing Support section of this syllabus.

An electronic version (.pdf or .docx) of your paper must be submitted to the TA via email by 11:59pm on the day before the first class presentation (see timeline below). A hard copy of your paper must be submitted at the beginning of the first class presentation (see timeline below). Unless all of these are received by the deadline, the assignment will be considered late. Late submissions will not be accepted.

5. Group Case Presentation

Each group has to present its case discussion in front of the entire class (see dates below on timeline). 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).**

Peer evaluation. There will be a short peer evaluation sheet 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), rate your peer's contributions, using a scale of 0 (lowest) to 5 (highest). **Your grade for the whole group case project (paper = 12%, presentation = 5%) will be multiplied by your peer evaluation percentage score.** For example, suppose your group has six people (including yourself), and your five peers give you evaluation scores 3, 3, 4, 4, and 5. Your peer evaluation percentage score will be $(3+3+4+4+4)/25 \times 100\% = 72\%$. Your individual final score for the whole group case project will be 72% of your group case project score. **An electronic copy of your peer evaluation (as a PDF file) must be submitted to the TA via email by 11:59pm on the day before the first class presentation (see timeline below).** A student who does not submit a peer evaluation will receive zero as his/her peer evaluation percentage score.

Group work. Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students" which is available on the RC portal under the Academic Services tab.

2. 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 so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the 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.

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.)

**For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

3. & 6. Mid-Term and Final Exams

These will be closed book tests that cover material from the lectures, cases, and assigned readings in the course packet. **The midterm will not be held in class (see schedule below).** The final will be held during the final examination period. The final exam will be cumulative (covering the content of the entire semester).

Missed tests and assignments (including midterm exam).

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **two business days** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

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 report of illness made by the student and documented by the physician.

*There will be **NO** make-up midterm exam. If the documentation is satisfactory, I will move the weight of the midterm test to the final exam (i.e., the final exam will carry 70% instead of 40%).*

Weekly Schedule

Date	#	Topics	Cases and readings
Sep 10/11	1	Introduction: Scope of Marketing	Review Course Outline
Sep 17/18	2	Market Research and Consumer Behavior	" Steps in the Marketing Research Process " "Marketing Myopia," by Theodore Levitt.
Sep 24/25	3	Segmentation, Targeting, & Positioning	"Market Segmentation, Target Market Selection, and Positioning"
Oct 1/2	4	Products & Brands	"Principles of Product Policy" "Understanding Brands"
Oct 8/9	5	Case Discussion 1: Mountain Man Brewing Company	"Mountain Man Brewing Company: Bringing the Brand to Light"
Oct 9		Group case details (official names of all members, case selection) must be emailed to TA by 11:59pm.	
Oct 17	6	MIDTERM (6-8pm, EX100-200, no class this week)	
Oct 22/23	7	Distribution & Pricing	"Principles of Pricing"; "Note on Behavioral Pricing"; "Going to Market"
Oct 29/30	8	Case Discussion 2: Ikea	"Ikea Invades America"
Nov 12/13	9	Marketing Communication Case Discussion 3: Bose	"Marketing Communications" "Bose"
Nov 5		Deadline to drop course from academic record and GPA	
Nov 4-8		Reading Week (no class)	
Nov 19	10	Guest Speaker – Lindsey Gillard – FleishmanHillard HighRoad	
Nov 21		Electronic copies of case paper (MS Word), slides (MS PowerPoint or PDF), and peer evaluation (PDF) must be emailed to TA by 11:59pm.	
Nov 22		Hard copies of case paper and slides are due in class.	
Nov 26/27	11	Presentation 1: Groups A	"reMarkable"
Dec 3/4	12	Presentation 2: Groups B	"reMarkable"
FINAL EXAM		SCHEDULED BY REGISTRAR'S OFFICE	

Policy and Procedure

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 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. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters (<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>) 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 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 so as 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 Assignments and Mid Term Exam (Excluding Final Exam)

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

1. the test/assignment is submitted to the instructor no later than two 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/she is entitled to more marks;
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 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, he/she 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.

Writing Support

1. Students can find information about college writing centres at <http://www.writing.utoronto.ca/writing-centres/arts-and-science>.
 - 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 teaching approach of the college writing centres is described at <http://www.writing.utoronto.ca/writing-centres/learning>.
2. The home page for the website "Writing at the University of Toronto" is www.writing.utoronto.ca.
 - More than 60 Advice files on all aspects of academic writing are available at www.writing.utoronto.ca/advice. A complete list of printable PDF versions are listed at <http://www.writing.utoronto.ca/about-this-site/pdf-links-for-students>.
 - See "How Not to Plagiarize" and other advice on documentation format and methods of integrating sources; these are listed in the section at www.writing.utoronto.ca/advice/using-sources.
3. See the Writing Plus workshop series, described at <http://www.writing.utoronto.ca/writing-plus>.
4. Information about the English Language Learning program (ELL) is available at <http://www.artsci.utoronto.ca/current/advising/ell>. I particularly want to recommend the following activities:
 - Communication Cafe, which meets weekly at four different times and locations for the first five weeks of each term for practice with oral skills like class discussion and presentations.
 - Reading eWriting, an online program that helps students engage course readings more effectively.

For more information, please contact the ELL Coordinator Leora Freedman at leora.freedman@utoronto.ca

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.accessibility.utoronto.ca/>.

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 (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard 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.

Logging Into the Course Website

To access the course website, go to: <http://q.utoronto.ca> and log in using your UTORid and password. If you need information on how to activate your UTORid and set your password for the first time, please go to www.utorid.utoronto.ca

E-Mail

At times, the course instructor may decide to communicate important course information by email. As such, all UofT 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 the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is NOT advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo 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.