



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 350H1F

Course Name

Fall 2019

Course Meets: Thursdays/7pm-9pm/WO25

Instructor: Luciano Volpe (*Off Campus*)
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Course Scope and Mission

An applications-oriented course intended to develop the analytic skills required of marketing managers. The course is designed to improve skills in analyzing marketing situations, identifying market opportunities, developing marketing strategies, making concise recommendations, and defending these recommendations.

Course Prerequisites

RSM250 Principles of Marketing is the prerequisite course. It is strongly recommended that students be familiar with the material in introductory courses in economics and statistics.
<https://fas.calendar.utoronto.ca/section/Rotman-Commerce>

Required Readings

A required course packet (with cases) is available digitally.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Class Participation	15%	Ongoing
Case Assignment #1	10%	Oct 3 2019
Case Assignment #2	15%	Oct 24 2019
Group Presentation	20%	TBD – different for each group
Research Requirement	3%	
Final Exam	37%	During Faculty of Arts & Science Final Examination period

COURSE FORMAT AND EXPECTATIONS

1. Class Participation (15%)

The purpose of this evaluation component is to give you practice in stating and defending your ideas and opinions orally. Credit will be given for all quality contributions that you make in class. Quality contributions are statements that:

- Demonstrate that you have read and thought about the case
- Are not obvious to all, but rather highlight new and creative ideas
- Move our discussion ahead, as opposed to summarizing what was already stated
- Integrate learnings from your RSM 250 course and textbook
- Integrate examples and learnings from cases we have already covered in this course
- Illustrate the point by bringing in other “real world” examples

There are some simple things you can do to maximize your chance for success in class:

- Attend every class (attendance may be taken)
- Keep your name tag in front of you at all times and ensure it is legible
- Read and analyze each case before class.
- Bring your copy of the case and your notes to class

2. Group Presentation (20%)

GROUP FORMATION: You will choose your groups (maximum of 5 members each, depending on final enrollment for the course for the in-class presentation) by the beginning of the second class. Pick and choose members for your group very carefully. People in your group should have roughly the same grade ambitions, similar work ethics, diverse skills, similar schedules to allow for group meetings and they must be people you think you can work with well. I will take care of any over/under-flows in class. You will need to work out your differences within your group.

MEMBER CONTRIBUTION: Each group will present one case. Assume you are presenting to the decision-maker(s), either as outside consultants or a task force within the organization itself. Your presentation will be 15 minutes in length, plus 5 minutes for questions. You should select 1-3 members of your group to make the presentation, but the expectation is that the entire group will contribute to the preparation, and all will be prepared to answer questions.

PRESENTATION: Cases will be assigned during the second class. The presentation should present the main points of the case. Each member of the group will receive the same grade.

3. Research Requirement (3%)

Marketing and Organizational Behaviour researchers develop hypotheses and run experimental studies to test these hypotheses against actual behaviour. The research requirement in this course is intended to supplement the material on marketing and organizational behaviour by giving you more direct exposure to research in marketing and organizational behaviour. In order that you might better understand the research process, 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

You will receive one point toward your course grade for each one-hour research study or article analysis that you complete, up to a maximum of three points.

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. You must complete three credits worth of studies to fulfill your research participation requirement in this course. Participation in research studies will take place from **September to December 2019**.

4. Case Assignments (10% and 15%)

You will be required to submit a hardcopy of your case write-up at the beginning of class on each of the two due dates. Grades will be assigned based on knowledge of the case, accuracy of the write-up, ability to address the specific questions asked, creative problem solving, rigour, and clarity. Specific case questions may be posted before the assignment is due.

5. Final Exam (37%)

Both exams will be closed-book. The exams will be based not only on assigned readings but also on the material discussed in class that may not be covered in readings.

Further details of the final exam will be shared in the first 2 weeks of class. The exam will be a case study. The date and time of the exam will be provided by the Registrar's Office later in the semester.

COURSE FORMAT AND EXPECTATIONS

To Use Turnitin.com:

Normally students will be required to submit their course essays to 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.

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of the Case Assignments. 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 visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) 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.

For Group Work:

The Group project requires students to work in small teams.

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.

**For an appointment with a Rotman Commerce Team Coach, please contact Professor Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Professor Ashraf 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.

Electronic Course Materials

This course will be using the following electronic course materials:

<<List items here including Case Studies, software, etc>>

These materials will cost a total of \$XX.00. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Weekly Schedule

DATE		TOPIC	READING (CASE)
1	Sep 5	Introduction	Learning by Case Method
2	Sep 12	New Market Entry	Calyx & Corolla
3	Sep 19	Segmentation, Targeting, Positioning	Black & Decker
4	Sep 26	Integrated Market Strategy	Marvel Enterprises Inc.
5	Oct 3	Positioning/Communication <i>Due Date for Case Assignment 1</i>	Land Rover North America
6	Oct 10	Satisfaction in Two-Sided Market	Uber
7	Oct 17	Service Delivery	Starbucks
8	Oct 24	International Marketing Strategy I <i>Due Date for Case Assignment 2</i>	McDonald's
9	Oct 31	International Marketing Strategy II	Zara
Reading Week (week of Nov 4th)			
10	Nov 14	Distribution	Netflix
11	Nov 21	Brand Strategy	Rosewood Hotels & Resorts
12	Nov 28	Review	

POLICY AND PROCEDURE

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.

Upon furnishing an acceptable physician's note, the student's marks will be re-weighted to the next assignment or final exam.

Late Assignments

All assignments are due at the beginning of class on the date specified in the course outline. Late submissions will normally be penalized by 10% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% will be applied to each subsequent day.

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.

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>.

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. 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.

Email

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.

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.

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, 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.