



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 250 H1F

Principles of Marketing, Fall 2014

Course Meets: L0101 / Monday 4-6pm / WW 119
L0501 / Thursday 12-2pm / WW 120

Instructor: Professor Spike W. S. Lee (spike.lee@rotman.utoronto.ca)
Phone / Fax: 416-946-0012 / 416-978-5433
Office Hours: By appointment, Rotman (95 St. George) Room 5070
Teaching Assistant (TA): Ping Dong (ping.dong12@rotman.utoronto.ca)

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, as well as your full name in the body.

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 Blackboard. Therefore, make sure that you have access to Blackboard and that your email address is recorded correctly in Blackboard.

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 Prerequisites

RSM 100Y

Required Readings

- There is NO textbook for this course. All readings are from the **Course Package**, available at the University of Toronto bookstore (RSM250H1F, *Principles of Marketing*, Fall 2014 - Prof. Spike W. S. Lee).
- You are expected to do each week's assigned readings before that week's lecture.

Course Package includes the following contents:

Readings:

1. "Marketing Research," by Robert J. Dolan (1991), #9-592-034, Harvard Business School.
2. "Questionnaire Design and Development," by Alvin J. Silk (1990), #9-590-015, Harvard Business School.
3. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), #9-506-019, Harvard Business School.
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), #9-506-018, Harvard Business School.
6. "Marketing Communications," by Thales Teixeira (2012), #9-513-041, Harvard Business School.
7. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), #9-506-021, Harvard Business School.
8. "The Pricing Formula," by Dilip Soman, Rotman School of Management.
9. "Note on Behavioral Pricing," by Robert J. Dolan and Hermann Simon, #9-599-114, 1999, Harvard Business School.
10. "Designing Channels of Distribution," by Robert Spekman (2009), UV2969, Darden Business Publishing, University of Virginia.

Cases

1. "Ikea Invades America," by Youngme Moon (2004), Case #9-504-094, Harvard Business School.
2. "Facebook," by Mikolaj Piskorski, Thomas Eisenmann, and Aaron Smith (2014), Case #9-808-128, Harvard Business School.
3. "Biopure," by John Gourville (1990), Case #9-598-150, Harvard Business School.
4. "Clean Edge Razor: Splitting Hairs in Product Positioning," by John Quelch and Heather Beckham (2011), Case #4249, Harvard Business School.

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	10%	Ongoing
Research Requirement	3%	See “Research Requirement” below
Mid Term Exam	30%	<u>Both sections</u> : October 16 Thursday (Tentatively 12-2pm at EX 300)
Group Case Paper	12%	<u>Monday section</u> : Electronic copy due November 23 Sunday, hard copy due in class November 24. <u>Thursday section</u> : Electronic copy due November 19 Wednesday, hard copy due in class November 20.
Group Case Presentation	5%	<u>Monday section</u> : Electronic copy of slides and peer evaluation due November 23 Sunday, hard copy of slides due in class November 24, presentation in class November 24 or December 1. <u>Thursday section</u> : Electronic copy of slides and peer evaluation due November 19 Wednesday, hard copy of slides due in class November 20, presentation in class November 20 or 27.
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, so class participation will be absolutely critical if you are to benefit fully. Participation is all about **building a learning community** and it will be your contribution to this community that counts. The instructor’s role during a discussion of a case or an example is that of a facilitator and moderator. In the classes, we are less concerned with “right” or “wrong” answers than we are with thoughtful

contributions which follow the discussion and either 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: this works against building a learning community. 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 before the class 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.
- You should generally speak up in class. You should be aware that 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 Requirement

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 that you encounter in your courses by giving you more direct exposure to research in marketing and organizational behaviour. By successfully completing this research requirement, you can earn 3% toward your grade in this course. In order that you might better understand the research process, you may fulfill this requirement by:

- participation in three research studies **OR**
- analysis of three articles that report research studies.

Participation in three research studies. To participate in a research study, sign-up for an account online at <http://rotman-credit.sona-systems.com>. When you request an account, make sure you fill out all of the information accurately, including selecting the correct course and section, to ensure that you receive credit. Once you have an account, you may read over the descriptions of research studies that are posted online. When you identify a study in which you would like to participate, you may view available timeslots for that study and sign-up online to participate. Participation in the actual research study will take between 30 and 60 minutes. 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 for completing one study. You must complete three studies to fulfill your research participation requirement. You should try to participate in the research studies earlier in the term; there is often a rush on research studies during the last weeks of class, and we cannot guarantee places to those who attempt to sign-up during the last week. Please see "The Rotman School of Management Participant Pool: A Guide for Students" for more detail. If you have any questions, please feel free to contact Dr. Robert Latimer (Rotman 547) at 416-946-5072 or robert.latimer@rotman.utoronto.ca.

OR

Analysis of three articles. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. If you are in a marketing course, you may use the *Journal of Consumer Research*, the *Journal of Marketing*, or *Marketing Science*. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing or organizational behaviour 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 marketers or organizational behaviour practitioners. The analysis will be graded on a pass/fail basis. You will need to review three articles to complete your research requirement. Please contact Dr. Robert Latimer (Rotman 547) at 416-946-5072 or robert.latimer@rotman.utoronto.ca if you would like to analyze research articles to fulfill your research requirement. The analysis will be graded on a pass/fail basis.

You must do three studies (either three participations, three analyses of articles, or a combination of both). Each study or analysis of article will earn you 1% toward your grade. Altogether you can earn 3% toward your grade by doing three research studies.

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.

There are two cases to choose from: “Biopure” and “Clean Edge Razor.” Half of the class will work on one case, the other half on the other case. The assignment to a case will be based on a first-come first-served basis.

You must work in groups of 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 by 11:59pm on October 6 (for Monday section) or October 9 (for Thursday section). 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. Groups that have not chosen a case by this time will be assigned to a case by the TA. Thereafter, groups will not be able to switch cases.**

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 MS Word version of your paper must be submitted to the TA via email by 11:59pm on November 19 (for Thursday section) or November 23 (for Monday section). A hard copy of your paper must be submitted at the beginning of class on November 20 (for Thursday section) or November 24 (for Monday section). Unless all of these are received by the deadline, the assignment will be considered late. Late submissions cannot be accepted because this would give students an opportunity to improve their papers’ on the basis of the presentations that they see in class. Write-ups submitted by fax will NOT be accepted under any circumstances.

5. Group Case Presentation

Each group has to present its case discussion in front of the entire class on November 20/27 (for Thursday section) or November 24/December 1 (for Monday section). 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 on November 19 (for Thursday section) or November 23 (for Monday section).**¹ **Each group must submit a hard copy of its presentation at the beginning of class on November 20 (for Thursday section) or November 24 (for Monday section).**

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 November 19 (for Thursday section) or November 23 (for Monday section).** 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 and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

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 differences: Conflicts can and do occur. Conflicts are part of the team's process of learning how to work together effectively and can actually generate exciting

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/>.

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 Coach² 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.

3. & 6. Mid-Term and Final Exams

These will be closed book tests that cover material from the lectures, the guest lecture, cases, and assigned readings in the course packet. **The midterm will be held on October 16 Thursday (tentatively 12-2pm at EX 300) FOR BOTH SECTIONS L0101 AND L0501.** 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 **48 hours** 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%).*

Academic Integrity

² For an appointment with a Rotman Commerce Team Coach, please contact Nikoleta Vlamis at nikoleta@nikoletaandassociates.com or Elaine Zapotoczny at elaine@nikoletaandassociates.com. Nikoleta and Elaine are 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.

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

Recording Lectures

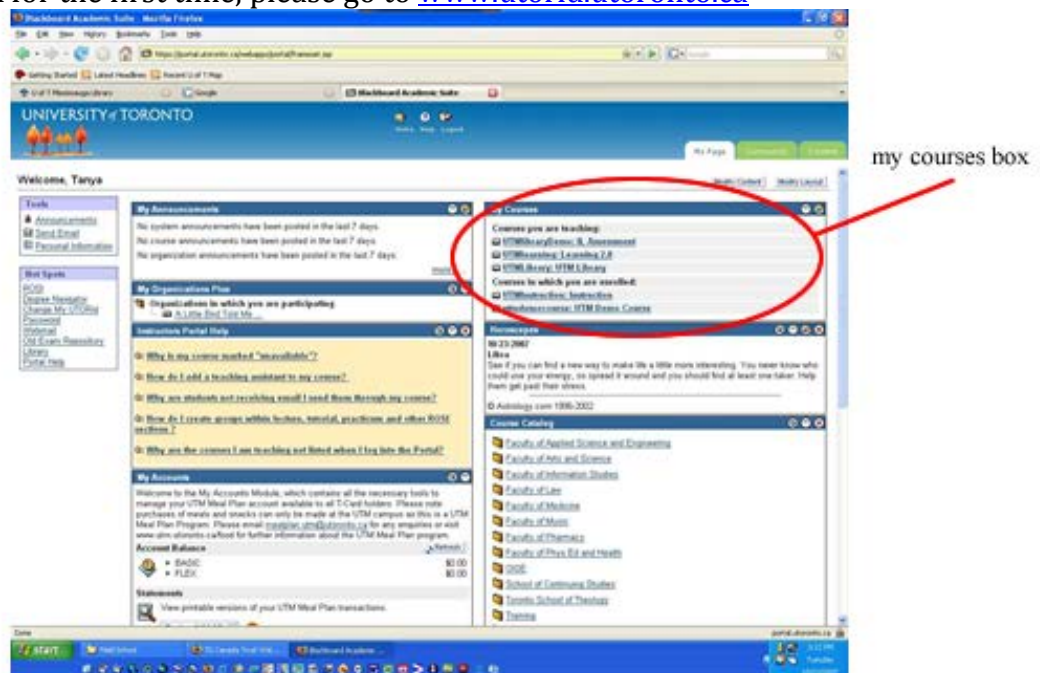
Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, 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.

Blackboard

Logging Into the Course Website

To access the course website, go to: <http://portal.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



Once you have logged in to the portal using your UTORid and password, look for the **My Courses** box, where you'll find the link your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, come to the library for help.

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.

Weekly Schedule (Tentative)

Date for Monday section	Date for Thursday section	#	Topics	Cases and readings
Sep 8	Sep 11	1	Introduction: Scope of Marketing	Review Course Outline
Sep 15	Sep 18	2	Consumer Behavior	"Marketing Research"; "Questionnaire Design and Development"
Sep 22	Sep 25	3	Segmentation, Targeting, & Positioning	"Market Segmentation, Target Market Selection, and Positioning"; "Brand Positioning Statements"
Sep 29	Oct 2	4	Products & Brands	"Principles of Product Policy"
Oct 6	Oct 9	5	Marketing Communication	"Marketing Communications"
Oct 6	Oct 9		Group case details (official names of all members, case selection) must be emailed to TA by 11:59pm.	
Oct 13			NO class (Thanksgiving)	
Oct 16 (Thu)		6	MIDTERM for both sections (Tentatively 12-2pm at EX 300)	
Oct 20	Oct 23	7	Distribution & Pricing	"Principles of Pricing"; "The Pricing Formula"; "Note on Behavioral Pricing"; "Designing Channels of Distribution"
Oct 27	Oct 30	8	Case Discussion 1: Ikea	"Ikea Invades America"
Nov 3	Nov 3		Deadline to drop course from academic record and GPA	
Nov 3	Nov 6	9	Case Discussion 2: Facebook Course Review	"Facebook"
Nov 10	Nov 13	10	Guest Speaker	
Nov 17			NO class (November Break)	
Nov 23	Nov 19		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 24	Nov 20		Hard copies of case paper and slides are due in class.	
Nov 24	Nov 20	11	Presentation 1: Biopure	"Biopure"
Dec 1	Nov 27	12	Presentation 2: Clean Edge	"Clean Edge Razor"
FINAL EXAM			SCHEDULED BY REGISTRAR'S OFFICE	