Course Outline

RSM 250 HIF PRINCIPLES OF MARKETING
Fall 2016
Course Meets: Fall Cukierman L1001 / Wednesday / 9 a.m. – 11 a.m. WW126

WW - Woodsworth College 119 St. George

Instructor: Professor Sam Cukierman RT 557
E-Mail: scukierman@rotman.utoronto.ca or samcukierman@gmail.com
Webpage: http://portal.utoronto.ca
Office Hours: By appointment
Teaching Assistant: Alex Guo (alex.guo19@rotman.utoronto.ca) 647-995-8888

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. Covered are basic concepts, definitions, consumer behavior, and the fundamentals of several marketing functions: strategy, product development, brand, pricing, distribution, and communication.

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

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 Prerequisites
RSM 100Y1 / RSM 100H1 / MGT 100H1

Required Readings
- There is NO textbook for this course. All readings are from the Course Package, available at the University of Toronto bookstore (RSM250H1F,
You are expected to do each week’s assigned readings before that week’s lecture.

**Course Package** includes the following contents:

**Readings:**

**Cases**
2. “Mountain Man Brewing Company: Bringing the Brand to Light”, by Heide Ameli, Case #2069, 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.

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<thead>
<tr>
<th></th>
<th>Weight</th>
<th>Due date</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Research Requirement</td>
<td>3%</td>
<td>See “Research Requirement” below</td>
</tr>
<tr>
<td>Mid Term Exam</td>
<td>30%</td>
<td>Wednesday October 19</td>
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<tr>
<td>Group Case Paper</td>
<td>12%</td>
<td>Electronic copy due Nov. 21, hard copy due in class Nov. 23.</td>
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<tr>
<td>Group Case Presentation</td>
<td>5%</td>
<td>Electronic copy of slides peer evaluation due Nov. 21, hard copy of slides due in class Nov. 25, presentation in class Nov. 23, presentations in class Nov 23, 30</td>
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<tr>
<td>Final Exam</td>
<td>40%</td>
<td>During Faculty of Arts &amp; Science Final Exam Period</td>
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<td>TOTAL</td>
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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 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.

- 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](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 14. 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 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. 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

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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/.
you evaluation scores 3, 3, 4, 4, and 5. Your peer evaluation percentage score will be 
(3+3+4+4+4)/25 x 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.

   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 Nouman 
Ashraf at nouman.ashraf@rotman.utoronto.ca** Nouman is highly skilled at facilitating 
team dynamics and collaboration. Note that the Team Coach’s 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, the guest 
lecture, cases, and assigned readings in the course packet. **The midterm will be held in 
class on Wednesday October 19.** The final will be held during the final examination 
period. The final exam will be cumulative (covering the content of the entire semester). 
The final exam date will be set by the Registrar.
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

Academic integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectively, 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**

   - 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](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](http://www.writing.utoronto.ca).
   - More than 60 Advice files on all aspects of academic writing are available at [www.writing.utoronto.ca/advice](http://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](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](http://www.writing.utoronto.ca/advice/using-sources).


4. Information about the English Language Learning program (ELL) is available at [http://www.artsci.utoronto.ca/current/advising/ell](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.

Blackboard

Logging Into the Course Website

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at https://portal.utoronto.ca/ and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you’ll find the link to all 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, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at http://www.portalinfo.utoronto.ca/content/information-students and review the Frequently Asked Questions.

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.
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<tr>
<th>Notes</th>
<th>Date for Friday sections</th>
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<th>Topics</th>
<th>Cases and readings</th>
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<tbody>
<tr>
<td>Opening day</td>
<td>Sep 14</td>
<td>1</td>
<td>Introduction: Scope of Marketing</td>
<td>Review Course Outline</td>
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<td>Sep 21</td>
<td>2</td>
<td>Consumer Behavior</td>
<td>“Marketing Research”; “Questionnaire Design and Development”</td>
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<td>Sep 28</td>
<td>3</td>
<td>Segmentation, Targeting, &amp; Positioning</td>
<td>“Market Segmentation, Target Market Selection, and Positioning”</td>
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<tr>
<td>Guest Lecturer</td>
<td>Oct 5</td>
<td>4</td>
<td>Products &amp; Brands</td>
<td>“Principles of Product Policy”</td>
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<tr>
<td>Fri. Oct 14</td>
<td>5</td>
<td>Case Discussion 1: Mountain Man Brewing Company</td>
<td>“Mountain Man Brewing Company: Bringing the Brand to Light”</td>
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<td>Oct 14</td>
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<td>Group case details (official names of all members, case selection) must be emailed to TA by 11:59pm.</td>
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<td>Oct 19</td>
<td>6</td>
<td>MIDTERM (in-class)</td>
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<td>Oct 26</td>
<td>7</td>
<td>Distribution &amp; Pricing</td>
<td>“Principles of Pricing”; “Note on Behavioral Pricing”; “Designing Channels of Distribution”</td>
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<td>Nov 2</td>
<td>8</td>
<td>Case Discussion 2: Ikea</td>
<td>“Ikea Invades America”</td>
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<td>Nov 7</td>
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<td>Deadline to drop course from academic record and GPA</td>
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<td>Nov 9</td>
<td>9</td>
<td>Marketing Communication Case Discussion 3: Facebook</td>
<td>“Marketing Communications” “Facebook”</td>
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<td>Nov 16</td>
<td>10</td>
<td>Guest Speaker</td>
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<td>Nov 21</td>
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<td>Electronic copies of case paper (MS Word), slides (MS PowerPoint or PDF), and peer evaluation (PDF) must be emailed to TA by 11:59pm.</td>
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<td>Nov 23</td>
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<td>Hard copies of case paper and slides are due in class.</td>
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<td>Nov 23</td>
<td>11</td>
<td>Presentation 1: Biopure</td>
<td>“Biopure”</td>
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<td>Nov 30</td>
<td>12</td>
<td>Presentation 2: Clean Edge</td>
<td>“Clean Edge Razor”</td>
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<tr>
<td><strong>FINAL EXAM</strong></td>
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<td>SCHEDULED BY REGISTRAR’S OFFICE</td>
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