



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM 250H1F (Sections L0301, L0401, L0501)

Principles of Marketing, Fall 2017

#### Classes Meet:

- Section L0301, Monday 3 -5 PM, WW 126 (Woodsworth College, 119 St. George)
- Section L0401, Tuesday 12 - 2 PM, SK548 (Social Work, 246 Bloor Street West)
- Section L0501, Tuesday 2 – 4 PM, SK548 (Social Work, 246 Bloor Street West)

\*Lectures begin 10 minutes past the hour and end on the hour (duration: 1 hour 50 minutes)

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**Instructor:** Prof. Mengze Shi  
Rotman Building, Room 568, 105 St. George Street

E-Mail: [mshi@rotman.utoronto.ca](mailto:mshi@rotman.utoronto.ca)

Course Webpage: <http://portal.utoronto.ca>

Phone: 416-946-7963

Fax: 416-978-5433

Office Hours: Wednesdays, 1pm – 4pm (Appointments required for meeting at other times)

Teaching Assistants: Clarice Zhao ([clarice.zhao@mail.utoronto.ca](mailto:clarice.zhao@mail.utoronto.ca))  
Ying Bao ([ying.bao@mail.utoronto.ca](mailto:ying.bao@mail.utoronto.ca))

#### Course Administration Issues

- Sit in the same seat throughout the semester.
- Bring your name tent to each class.
- Make sure that you have access to Blackboard (<http://portal.utoronto.ca>) and that your email address is recorded correctly in Blackboard. All lecture notes and announcements will be posted online. (See Appendix 1 for more detailed instructions on how to access Blackboard site.)
- For any questions related to course administration, ask your TA.
- In your emails to TA and instructor, state your section number.

#### Course Scope and Mission

This course is designed to introduce you to the key principles of marketing. After taking the course,

- (1). you will speak intelligently about daily marketing observations (new phones, price changes, TV ads);
- (2). you can design marketing solutions to satisfy specific customer needs; and
- (3). you will understand the value of marketing to the society.

**Course Co-requisite:** RSM100H1/MGT100H1/RSM100Y1

## Required Readings

- NO textbook for this course.
- All readings are from electronic Course Package: RSM250H1F, Principles of Marketing, Fall 2017.

### Course Package

#### Readings: (HBS = Harvard Business School)

1. "Marketing Reading: Creating customer value," by Sunil Gupta (2014), HBS #8176.
2. "Marketing Research," by Fareena Sultan (1991), HBS #9-592-013.
3. "Linking products and consumers: The consumer benefit ladder approach," by Marian Moore (2008), UV1216, University of Virginia.
4. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), #9-506-019, HBS.
5. "Brand Positioning Statements," by Gerry Yemen and Ronald Wilcox (2012), UV5792, Darden Business Publishing, University of Virginia.
6. "Principles of Product Policy," by Anita Elberse (2006), #9-506-018, HBS.
7. "Marketing Communications," by Thales Teixeira (2012), #9-513-041, HBS.
8. "Understanding Brands," by Anat Keinan and Jill Avery, HBS #9-509-041.
9. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), HBS #9-506-021.
10. "Going to market," by R Dolan (2000), HBS #9-599-078.
11. "Note on Low-tech Marketing Math," by Robert Dolan (1998), HBS #9-599-011.

#### Cases

1. "Ikea Invades America," by Youngme Moon (2004), HBS Case #9-504-094.
2. "Sephora Direct: Investigating in Social Media, Video, and Mobile," by Elie Ofek and Alison Wagonfeld (2012), HBS Case #9-511-137.
3. "Natureview Farm," by K Fleming (2007), HBS Case #2073.
4. "Clean Edge Razor: Splitting Hairs in Product Positioning," by J Quelch and H Beckham (2011), HBS Case #4249.

## Learning Activities, Evaluation, and Grades

Each student shall be judged on the basis of how well he or she has command of the course materials. Note that some of the questions some of the grading is necessarily subjective.

	<u>Weight</u>	<u>Due Date</u>
1) <u>Class participation</u>	10%	<u>Ongoing</u>
2) <u>Research Requirement</u>	3%	see " <u>Research Requirement</u> " below
3) <u>Group Case Report</u>	12%	<u>Nov 27/28, 2017</u>
4) <u>Group Case Presentation</u>	5%	<u>Last 2 classes</u>
5) <u>Mid Term Exam</u>	30%	<u>TBA</u>
6) <u>Final Exam</u>	40%	<u>During the Final Exam Period</u>
Total	100%	

- **Turnitin.com**

Students **ARE REQUIRED** to submit their “Case Report” to [www.turnitin.com](http://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.

## **1. Class Participation**

You are expected to prepare thoroughly and make every effort to attend every class. Given its very nature, the learning and quality of a marketing class are directly related to your willingness and ability to contribute to the class discussions. Please feel free to raise an opinion or offer an analysis no matter how different it is from the emerging theme in the classroom, or how unusual it may be. However, focus on quality and not on quantity while contributing to the discussion. Also, civility and respect for others’ opinions are important attributes to possess in the give and take of classroom debate. In general, your contribution will be evaluated on the following: Thoughtful responses, Understanding and analysis of topic, Idea generation, Promotion of further discussion.

By default, every student who attends classes will receive 6 (out of 10) points for class participation. If you make significant contributions to class discussions, you may receive more than 6 points. On the other hand, if you miss classes or consistently make non-constructive comments, you may receive fewer than 6 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](mailto: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](mailto: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.**

### **3. Group Case Report**

The purpose of this project is for you to apply the knowledge learned in class to real-world marketing problems. You will follow a case analysis template that will be given to you by the instructor. When discussing your case, keep in mind that both creativity and the actual problem solution matter.

There are two cases to choose from: “Natureview Farm” and “Clean Edge Razor”. Half of the class will work on one case, another 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 5~6 students for this project. All group members in each group must be in the same section. You have to email TA about your group/members and your case preference **by Oct 11**. Students who have not formed a group by Oct 18 will be assigned to a group by the TA. Thereafter, students will not be able to switch groups. Similarly, groups that have not chosen a case will be assigned to a case by the TA. Thereafter, groups will not be able to switch cases.

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 visit the Academic Success Centre ([www.asc.utoronto.ca](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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.

- **Group case report (in PDF file) is due on Nov 27/28 (see Timetable)**. No late submissions will be accepted. (I strongly encourage you to aim at finishing the final write-up one week before the deadline.) No hard copy is required.
- **Each student is required to email the TA a peer evaluation form by the end of the day Friday December 1**

There will be a short peer evaluation sheet to provide input to the course instructor in assigning grades for the written case assignment and group presentation and to encourage all

students to do their fair share of the work. You need to provide a peer evaluation for every member of your group (excluding yourself), rating your peer's contributions, using a scale of 0 (terrible) to 5 (excellent).

- As this is a rating, not a ranking, if all members of your group have made strong contributions, you can rate them all with a 5. The ratings for other members of your team will have no impact on your grade. Note that any score of 0, 1 or 2 must be accompanied by a short-written explanation of why you marked your team mate with that score. All ratings and explanations will be confidential. I and the TA will consider the evaluation when assigning final grades.

#### **4. Group Case Presentation**

**Each group has to present its case analysis in front of the entire class on last two classes, specific dates depending on case selection.** Each group member has to participate in the presentation. The time allocation of each presentation is 12 minutes + 3 minutes for Q&A. Each group must submit electronic copies of their presentation—a PowerPoint file or a PDF version—to the TA via email by Nov 23/28 depending on sessions.

#### **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 debate and creative solutions – if managed appropriately.

Student teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\* The Rotman Commerce Team Coach, Nouman Ashraf, may be reached at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) for an appointment. 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. highly skilled at

## **5. & 6. Mid-Term and Final Examination**

These will be closed book tests that cover material from the lectures, cases, and assigned readings in the course packet. **The midterm will be held during the week of Oct24 for all 3 sections (subject to room availability and specific time/dates to be announced).** The midterm and final exams may consist of multiple choice questions, short-answer and essay questions. The final will be held during the final examination period. The final exam will be cumulative (cover the content of the entire semester).

### **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. 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.

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.**

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

**Tentative Weekly Schedule for Section L0301 (Monday 3 – 5PM)**

<b>Dates</b>	<b>#</b>	<b>Topics</b>	<b>Required readings in course package</b>
Sep 11	1	Introduction to Marketing	<ul style="list-style-type: none"> <li>• “Creating customer value”</li> </ul>
Sep 18	2	Value creation	<ul style="list-style-type: none"> <li>• “Marketing Research”</li> <li>• “Linking products and consumers”</li> </ul>
Sep 25	3	Segmentation, Targeting, and Positioning	<ul style="list-style-type: none"> <li>• “Market Segmentation, Target Selection, and Positioning”</li> <li>• “Brand Positioning Statements”</li> </ul>
Oct 2	4	Products	<ul style="list-style-type: none"> <li>• “Principles of Product Policy”</li> </ul>
<b>Oct 9: Thanksgiving Day – No Class</b>			
<b>Oct 11 Deadline: Email to TA your group forms (Group members &amp; Case Selection)</b>			
Oct 16	5	<ul style="list-style-type: none"> <li>• Case Discussion: Ikea</li> </ul>	<ul style="list-style-type: none"> <li>• “Ikea Invades America”</li> </ul>
<b>Oct 24</b>	<b>6</b>	<b>MIDTERM For All 3 Sections (Time and Location, including 1 conflict sitting, TBA)</b>	
Oct 30	7	Branding and Communication	<ul style="list-style-type: none"> <li>• “Marketing Communications”</li> <li>• “Understanding Brands”</li> </ul>
Nov 13	8	Pricing	<ul style="list-style-type: none"> <li>• “Principles of Pricing”</li> </ul>
Nov 20	9	Channel Distribution	<ul style="list-style-type: none"> <li>• “Going to market”</li> <li>• “Marketing Math”</li> </ul>
Nov 27	10	Case Discussion: Sephora	“Sephora” & Preparation note
<b>By <u>Noon, Nov 28</u>: Email TA the presentation (Powerpoint/PDF) and case report (PDF) files!</b>			
Dec 4	11	Presentation I: Natureview Farm	<ul style="list-style-type: none"> <li>• “Natureview Farm”</li> </ul>
Dec 7	12	Presentation II: Clean Edge Razor	<ul style="list-style-type: none"> <li>• “Clean Edge Razor”</li> </ul>
<b>After class, email TA your peer evaluation forms (PDF).</b>			
<b>FINAL EXAM</b>		<b>SCHEDULED BY REGISTRAR’S OFFICE (DEC 9 ~20)</b>	

**Tentative Weekly Schedule for Section L0401 & 0501 (Tuesday Noon– 2PM – 4PM)**

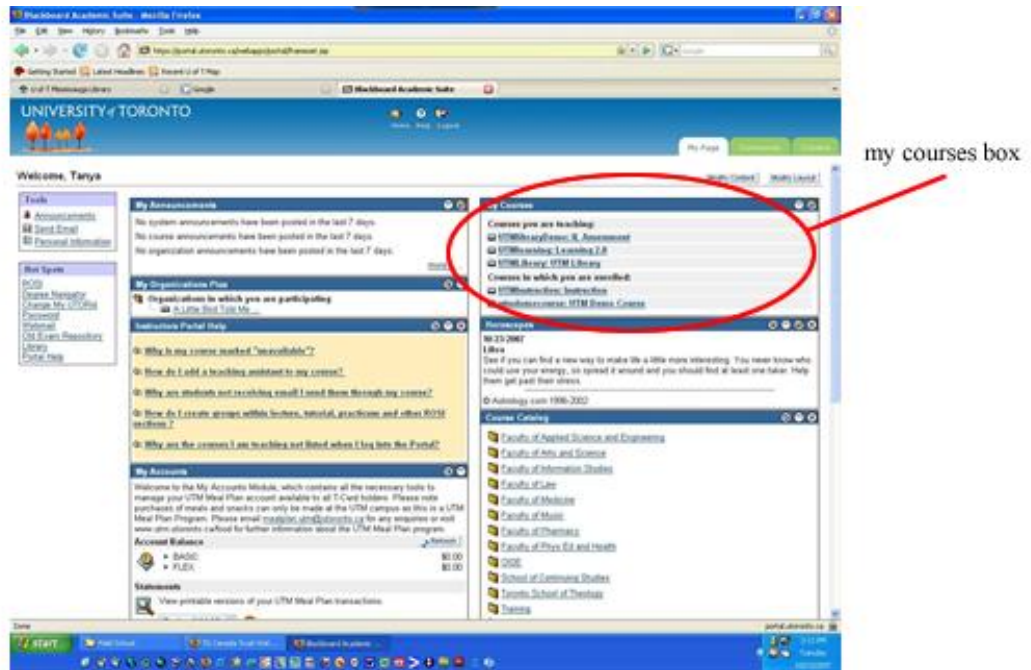
<b>Dates</b>	<b>#</b>	<b>Topics</b>	<b>Required readings in course package</b>
Sep 12	1	Introduction to Marketing	<ul style="list-style-type: none"> <li>• “Creating customer value”</li> </ul>
Sep 19	2	Value creation	<ul style="list-style-type: none"> <li>• “Marketing Research”</li> <li>• “Linking products and consumers”</li> </ul>
Sep 26	3	Segmentation, Targeting, and Positioning	<ul style="list-style-type: none"> <li>• “Market Segmentation, Target Selection, and Positioning”</li> <li>• “Brand Positioning Statements”</li> </ul>
Oct 3	4	Products	<ul style="list-style-type: none"> <li>• “Principles of Product Policy”</li> </ul>
Oct 10	5	Case Discussion: Ikea	<ul style="list-style-type: none"> <li>• “Ikea Invades America”</li> </ul>
<b>Oct 11 Deadline: Email to TA your group forms (Group members &amp; Case Selection)</b>			
Oct 17	6	Branding and Communication	<ul style="list-style-type: none"> <li>• “Marketing Communications”</li> <li>• “Understanding Brands”</li> </ul>
<b>Oct 24</b>	<b>7</b>	<b>MIDTERM For All 3 Sections (Time and Location, including 1 conflict sitting, TBA)</b>	
Oct 31	8	Pricing	“Principles of Pricing”
Nov 14	9	Channel Distribution	“Going to market” “Marketing Math”
Nov 21	10	Case Discussion: Sephora	“Sephora” & Preparation note
<b>By <u>7PM, Nov 27</u>: Email TA your presentation (Powerpoint or PDF) and case report (PDF) files!</b>			
Nov 28	11	Presentation I: Natureview Farm	“Natureview Farm” case
Dec 5	12	Presentation II: Clean Edge Razor	“Clean Edge Razor” case
<b>After class, email TA your peer evaluation forms (PDF).</b>			
<b>FINAL EXAM</b>		<b>SCHEDULED BY REGISTRAR’S OFFICE (DEC 9 ~20)</b>	



## Access to Blackboard Course Site

### 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](http://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 to 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.

### 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.

## Course Work & Academic Integrity

### Academic Integrity

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

### **Marking requests for term tests & assignments (excluding the final examination):**

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

- a) the test/assignment is submitted to the instructor no later than four weeks after the marked test/assignment has been made available to the student;
- b) the student submits with his/her request a written explanation as to why and where he/she believes he is entitled to more marks; and
- c) 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.**

### **Marking requests for the final exam**

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

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>

### **Recording Lectures**

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (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.