



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline: Fall 2018 Principles of Marketing RSM250H1, Section L0101

Classes Meet: Mondays, 9 to 11, Room 325, Claude T. Bissell Building, 140 St. George

Instructor: Dan Richards, Room 557, Rotman Building, 105 St. George
E-Mail: drichards@rotman.utoronto.ca
Course Webpage: <https://q.utoronto.ca>
Phone: 416 946-3297416 Cell: 523-2673 (Please only use cell if urgent, email is preferred)
Office Hours: Mondays 2 to 4, Tuesdays 10 to 12, other times please make appointments via email
Teaching Assistant Ying Bao, ying.bao14@rotman.utoronto.ca

IMPORTANT:

Please note that all devices (laptops, tablets, smartphones) must be turned off and put away in class

Course Scope and Mission:

This course is designed to introduce students to the key principles of marketing. After taking the course:

1. You will understand the marketing planning process, including segmentation, targeting, positioning, marketing analysis, strategy and execution (including product development, pricing, distribution and communications)
2. You will be able to make basic marketing decisions to profitably satisfy customer needs, and
3. You will understand the value of marketing to the business decision making process.

Course Expectations:

My Commitment is to make the course a good use of your time by delivering relevant lectures addressing key principles of marketing, using class time efficiently and employing practical examples that address current issues in marketing. I will also answer all questions and will try to do so thoughtfully.

Your Commitment is to arrive on time for all classes, thoroughly review assigned readings for each class, prepare casework and assignments, actively participate in class, carefully listen to and respect the views of your classmates and work collaboratively on your group case and presentation.

Course Co-Requisites: RSM100H1/MGT100H1/RSM100Y1.

If you drop the co-requisite course(s) during the academic term, you must also drop this course.
Contact Rotman Commerce Academic Program Services for academic advising if needed.

Weekly Schedule (All Readings in Case Package)

Dates	#	Topics	Readings and Preparation
Sept 10	1	Introduction	The Consumer Decision Journey Competing on Customer Journeys
Sept 17	2	Value Creation	Working in Teams Note “ Marketing Myopia ” article
Sept 24	3	Segmentation, Targeting and Positioning	“Market Segmentation, Target Selection, and Positioning” “Brand Positioning Statements”
Oct 1	4	Product Strategy	“Principles of Product Policy” Case Analysis Note Harley Shift
Oct 15	5	Branding and Communications Strategy	Marketing Communications” note “Understanding Brands” note
Oct 22	6	MIDTERM IN CLASS	
Oct 29	7	Case Discussion: IKEA	“IKEA Invades America” case
Nov 12	8	Marketing Research	Lacroix article Pepsi vs Lacroix New Yorker NYT Screen Chow INC Principles of Marketing – Read 10.2, Steps in Marketing Research Process
Nov 19	9	Pricing Strategy Part One	“Principles of Pricing” “Note on Behavioural Pricing”
Nov 25		By 6 pm on Sunday Nov 25, email to the course TA:	Presentation (PowerPoint) Written Case Analysis (Word)
Nov 26	10	Case Discussion: Sephora Pricing Strategy Part Two	Harley Davidson Starting the Analytics Journey
Nov 27, 28, 29		Group Presentations in the Afternoon	To Be Scheduled on the half hour
Dec 3	11	Case Discussion: Mountain Man Distribution Strategy	“Going to Market” “Mountain Man” case “ How Promotion Can Fuel Growth ”
Dec 6	12	Case Discussion: Facebook Course Wrapup & Evaluations	“Facebook” case
To get full marks, email TA Ying Bao your peer evaluation form by end of day Friday Nov 30			
FINAL EXAM		SCHEDULED BY REGISTRAR’S OFFICE -	

Required Readings

Aside from the reading on marketing research in the free online [Principles of Marketing](#) text, there is no textbook for this course. Click [HERE](#) to purchase all readings from the course package. When purchasing the course package, you do NOT need to purchase the optional audio versions of two of the cases.

This course will use the following electronic course materials, costing a total of USD \$55.25. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Readings: (HBS = Harvard Business School)

1. "Market Segmentation, Target Market Selection, and Positioning," by Miklos Savary and Anita Elberse (2006), #9-506-019, HBS.
2. "Brand Positioning Statements," by Gerry Yemen and Ronald Wilcox (2012), UV5792, Darden Business Publishing, University of Virginia.
3. "Principles of Product Policy," by Anita Elberse (2006), #9-506-018, HBS.
4. "Marketing Communications," by Thales Teixeira (2012), #9-513-041, HBS.
5. "Understanding Brands," by Anat Keinan and Jill Avery, HBS #9-509-041.
6. "Principles of Pricing," by Robert J. Dolan and John. T. Gourville (2009), HBS #9-506-021.
7. "Note on Behavioural Pricing" Robert J. Dolan and Hermann Simon (1999), HBS #9-599-114.
8. "Going to market," by R Dolan (2000), HBS #9-599-078.

Cases

1. "IKEA Invades America," by Youngme Moon (2004), HBS Case #9-504-094.
2. "Sephora Direct: Investing in Social Media, Video, and Mobile" by Elie Ofek and Alison Wagonfeld (2112), HBS Case #9-511-137.
3. "Mountain Man Brewing Company: Bringing the Brand to Light" by Heide Abelli (2007), HBS #2069
4. "Facebook" by Piskorski, Eisenmann and Smith, Rev March 20, 2014 HBS 9-808-128
5. Canada Goose: The South Korean Opportunity (Ivey WB11633)

Learning Activities, Evaluation, and Grades

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

	<u>Weight</u>	<u>Due Date</u>
1) Class attendance and participation	10%	Ongoing
2) Research Requirement	3%	See "Research Requirement" below
3) Group Case Reports	12%	Due November 25
4) Group Case Presentation	5%	TBD – Nov 27, 28 or 29
5) Mid Term Exam	30%	October 22
6) Final Exam	40%	During the Final Exam Period
Total	100%	

Course Administration and Logistics:

- Questions about course administration and grading will be covered in the first class.
- For additional questions about course administration, please contact the TA, Ying Bao

Details on Course Requirements and Grading

Class Attendance and Participation (10%)

Note that the start time for this class is 9 am. If you must miss a class, please send me an email at least an hour before the class with the reason that you cannot attend.

Everyone will be expected to show up on time. Students who repeatedly arrive late or who miss lectures without a legitimate reason will lose participation points.

You are expected to prepare thoroughly for each class, including reviewing the assigned reading and preparing your answers to the assigned cases. This course will include a substantial amount of group discussion during the class and active participation in this discussion will be absolutely critical if you are to benefit fully. Participation points are mainly given for discussion of examples and cases or in-class exercises. In addition, you get participation points for answering questions that I pose to the class. There are no participation points for asking clarification questions during the lecture portion of a class.

Your learning in this course is directly related to your contribution to the class discussion. Please feel free to raise an opinion no matter how different it is from the emerging theme in the classroom. Focus on quality and not on quantity while contributing to the discussion. 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:

- Is the response thoughtful?
- Does it show understanding of the topic?
- Does the response lead to new ideas and further discussion?

Case Discussions:

We will be covering four cases during this course. For the discussion of cases in class, thoroughly preparing the case beforehand is essential. I will be calling on students to answer questions about the case. If you have been unable to prepare a case, send me an email by 6pm on Sunday and I will not call on you. If I don't get an email, I will assume that you are able to answer questions about a case.

In preparing for case discussion, use the questions below as a guide:

IKEA

1. Will IKEA hit its goal of 50 stores in 10 years time?
2. Does it have to make any changes to hit that goal?
3. Why has IKEA been successful?
4. What are the pros and cons of buying furniture at IKEA?
5. How would you compete against IKEA?
6. What does IKEA NOT offer that consumers expect from its competitors?
7. Who shops at IKEA?
8. Who are IKEA's competitors?
9. What are the variables on which you can target furniture buyers?
10. How do IKEA and its customers stand on these variables?

Sephora

1. Why has Sephora been successful?
2. What's your brand character?
3. What decision do you have to make?
4. What are the alternatives? What are the pros and cons of each?
5. How do you decide?
6. Who's your target customer?
7. What's their purchase process?
8. Who's your competition?
9. Where does Sephora's social media and digital strategy fit within Sephora's overall communication?
10. Given all that, what's the right budget allocation?

Mountain Man Brewing Company

1. What is the problem? What are the options to address it?
2. What has made Mountain Man unique – product, promotion, customers?
3. How would you describe the Mountain Man brand?
4. What has enabled Mountain Man to create this brand?
5. What has caused Mountain Man to decline?
6. Where would Mountain Man Light fit? What the pros and cons?
7. Does the launch of Mountain Man Light make sense for Mountain Man? If no, then what should Mountain Man do?

Facebook

1. What decision do you have to make?
2. Why has FB been successful?
3. What problem does FB solve
 - For users
 - For advertisers
4. How do FB users employ the site?
5. How well do ads on FB work? How important are ads to FB?
6. Given this what do you recommend? Why?

Mid-Term (30%) and Final Examination (40%)

The Mid-Term Test and Final Exam 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 class on October 22. Mid term marks will be posted on Friday November 2. Exams can be picked up on that date at the Marketing Area from Halyna Sydorekno, the marketing area administrative assistant whose desk is outside my office (room 557 in the Rotman building.)

The midterm and final exams may consist of multiple choice questions, short-answer and essay questions. The final exam will be held during the final examination period and will cover the content of the entire semester, including material that was covered in the mid term exam.

Optional tutorials will be offered in advance of the mid-terms and final examination. Should you be unable to attend the optional tutorials for this section of RSM 250, you can attend the tutorials for one of the other sections. Dates of these will be posted and announced in class.

Group Case Analysis and Report (12%)

The written case and follow up presentation relate to the expansion into South Korea of the successful Canadian company Canada Goose: Canada Goose: The South Korean Opportunity.

The purpose of this project is to apply the knowledge learned in class to a real-world marketing problem. You will follow case approaches and analysis tips that will be given to you. When preparing your report and your case analysis presentation, keep in mind that both creativity and the actual problem solution matter. You must work in groups of five or six students for this project. Each group must email the teaching assistant Ying Bao with your group members by end of day on Friday September 28th. Students who have not formed a group by September 28th will be assigned to a group by the TA. Thereafter, students will not be able to switch groups.

Please note that clear, concise, and correct writing will be considered in the evaluation of the case analysis and report. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors.

Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

The paper should not be more than 15 pages, double-spaced in 12 point type in a sans serif font (e.g. Calibri, Tahoma or Gadugi) with a one inch margin all around. (The font for this outline is Calibri.) Excluded from the 15 page limit are the cover page and any appendices. The report must be received by the TA, Ying Bao, by 6 pm on Sunday November 25th. It must be submitted in Word (not a PDF). Any submission delivered after November 25th will not be accepted. I strongly encourage you to plan to finish the final draft of your written case submission and PowerPoint at least 24 hours before the deadline.

Note that groups will be required to submit their “Case Discussion Paper” 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 detecting plagiarism. The terms that apply to the university’s use of the Turnitin.com service are described on the Turnitin.com website.

Important Note:

Group case reports submitted after 6 pm on Sunday November 25th will not be accepted and students will receive a zero mark for this assignment. In the past, students have occasionally reported computer issues in submitting their files. For that reason, I strongly urge teams to establish a schedule where you have completed the final draft 48 hours before the deadline and plan to submit your report and presentation 24 hours before the deadline. To be on the safe side, you can also email the report and presentation directly to Ying Bao, the course TA, at ying.bao14@rotman.utoronto.ca

Group Case Presentation (5%)

In the past, the last two classes of this course were used for presentations by each group, with the rest of the class observing and asking short questions at the conclusion of the presentations. While the experience of presenting as a group is very valuable, spending two classes as a member of an audience is less useful. As well, there was not time to give each group feedback on its presentation.

As a result, this course will use the last two classes for the discussion of two additional cases for which there would otherwise not be time and the group presentations will be made outside of class directly to the instructor. These presentations will take place on November 27, 28 and 29 in a meeting room in the Rotman building, between 1pm and 6 pm. There will be 10 time slots each afternoon on the half hour available starting at 1 pm, with the last time slot at 5:30 pm. Time slots will be allocated on a “first come first served” basis. As soon as you have formed your group, contact the TA Ying Bao to schedule a time for which all members of your team are available. In the event that all members of your team are not be available at any time on these dates let Ying know and we will find a time that works for everyone.

You should submit a hard copy of your report (black and white) and a copy of your slides (two slides per page, black and white) at the time of the presentation. Each group member must participate in the presentation. The time allocation of each presentation is 12 minutes for the presentation plus 5 minutes for Q&A. Note that sticking to the 12 minute time limit is critical – at the end of 12 minutes the presentation is over, even if you have not covered all of your slides. All groups must submit electronic copies of their presentation, either a PowerPoint or Prezi file (not a PDF or other presentation format) to Ying Bao by end of day November 25th.

Peer evaluation:

Each student is required to email the TA a peer evaluation form by the end of the day on Friday Nov 30.

To encourage all students to do their fair share of the work, there will be a short peer evaluation page on Quercus to provide input as I assign grades for the written case assignment and group presentation.

You need to provide an evaluation for every member of your group (excluding yourself), 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 email to the TA, Ying Bao explaining why you marked your team mate with that score. All ratings and explanations will be confidential. Ying and I will consider the evaluation when assigning final grades.

Working Together as a Team:

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

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

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

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

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

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

Important Note: If your team runs into significant conflicts and disputes that you cannot resolve, do not wait until the last minute to raise this as an issue. The sooner that you address any serious problems, the better. If you are unable to resolve an issue within your team, please send me an email at drichards@rotman.utoronto.ca

RSM250 Study Participation Assignment (3%)

Participation. To participate in a research study, you will be using the Rotman Behavioural Lab (BRL) Sona participation website: <https://rotman.sona-systems.com>. Both new and former BRL Study Pool participants have had accounts created, or updated so that their **usernames (now) match their UTORids**. New users should look for a message in their UofT email containing a link to complete registration. Former participants' accounts have retained their former passwords and emails, but now must use their UTORid to log into the system. **All participants have been pre-registered for all of their RSM credit pool participating courses this fall** (you can add or drop needed classes yourself, at any time, from your profile page).

After logging in, Sona, you can find a list of studies currently running at the BRL via the "Studies" tab. Read the study descriptions carefully: most studies take place in the lower level of the Rotman building in the Behavioural Research Lab (LL1015K), but others may run online, or in another physical location. Once you identify a study you are interested in participating in, select an open time slot that works with your schedule, and choose which course you want the study credit applied to on the final registration screen.

Participation in the actual research will take between 45 and 60 minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit. More detailed instructions on the assignment, and using the Sona system can be found in your [Subject Participation Guide](#).

Analysis of Article. Although, we highly encourage you fulfill your participation requirement through research study participation, you may also elect to earn research credits through completion of article analyses. These analyses must be based on research articles from designated journals dependent on your class, and are graded on a pass/fail basis. Article analyses are worth 1-credit-hour of participation, and are graded on a pass/fail basis. To submit an article analysis, sign up for any open time spot on the "Alternative Study Participation Article Analysis Assignment" found on the Sona studies page (you will be asked to fill out the details of the article you are reporting on, and upload a word document). For detailed information on the article analysis assignment, including instructions on properly submitting the analysis to ensure credit is received, please, refer to your [Subject Participation Guide](#), or the FAQ on Sona. To earn full participation doing only the alternative assignment, you would need to write 3 article analyses for this course.

Assignment Timeline & Important Deadlines

You must complete 3-credit-hours worth of studies to fulfill your research participation requirement in this course. **Participation opportunities** in research studies for the Fall 2018 session are **anticipated to begin** the academic week starting, **Thursday, September 6, 2018**. The final study **participation deadline, and last day to submit an article analysis, is Friday, November 5, 2018 at 5 pm**.

If you have any trouble with registration, questions the subject guide or SONA FAQ do not clarify, or need any further assistance, please contact **Team BRL: Behavioural.Lab@Rotman.Utoronto.ca**, and we will be happy to assist you!

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. 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 **2 business days** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

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.

Important Note: 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%).

Late Assignments

The group case report and presentation are due by 6 pm on Sunday November 25th. Assignments submitted after this date will not be accepted.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Accessibility Needs

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

Academic Integrity

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

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, 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.