



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline Principles of Marketing RSM250H1F, Section 0701 Winter 2018

**Classes Meet: Thursday 2-4, OISE 5250**

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

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**Instructor:** Prof. Douglas Snetsinger, RT 557, 105 St, George Street  
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**Course Webpage:** <http://portal.utoronto.ca>  
**Cell:** 289-259-3436  
**Office Hours:** Wednesday 11:30-1:30 (appointment recommended)  
**Teaching Assistants:** Tristan Lerner ([tristan.lerner@mail.utoronto.ca](mailto:tristan.lerner@mail.utoronto.ca))

### Course Administration Issues

- Please bring your name tent card to each class. Photos are taken on second class.
- You cannot use your cell phone or laptop during lectures.
- 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 the Appendix for more detailed instructions on how to access Blackboard site.)
- For any questions related to course administration, ask your TA.

**Course Co-Requisites:** RSM100H1/MGT100H1/RSM100Y1.

### Course Scope and Mission

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

After taking the course:

1. You will have a working vocabulary of marketing terms, understand the marketing planning process including marketing analysis, marketing strategy and marketing execution (products, pricing, distribution and communications,
2. You will be able to construct basic marketing solutions to profitably satisfy specific customer needs, and
3. You will understand the value of marketing to the business decision making process.

## Weekly Schedule (All Readings in Course Package)

Dates	#	Topics	Readings for class
Jan 4	1	Introduction to Marketing	<ul style="list-style-type: none"> <li>Purchase class readings</li> </ul>
Jan 11	2	Market Research and Value Creation	<ul style="list-style-type: none"> <li>“Marketing Research”</li> <li>“Creating Customer Value”</li> <li>“Linking Products and Consumers: The Consumer Ladder Approach”</li> </ul>
Jan 18	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>
Jan 25	4	Products	<ul style="list-style-type: none"> <li>“Principles of Product Policy”</li> </ul>
<b>Jan 31 Deadline: Email to TA your group forms (Group members &amp; Case Selection)</b>			
Feb 1	5	Case Discussion: IKEA	<ul style="list-style-type: none"> <li>“IKEA Invades America”</li> <li>Case Analysis Note</li> </ul>
Feb 8	6	Branding and Communications	<ul style="list-style-type: none"> <li>“Marketing Communications”</li> <li>“Understanding Brands”</li> </ul>
Feb 15	7	MIDTERM IN CLASS	
Mar 1	8	Pricing and Channel Distribution	<ul style="list-style-type: none"> <li>“Principles of Pricing”</li> <li>“Note on Low-tech Marketing Math”</li> <li>“Going to market”</li> </ul>
Mar 8	9	GUEST LECTURE	<ul style="list-style-type: none"> <li>Working in Teams Note</li> </ul>
Mar 15	10	Case Discussion: Sephora	<ul style="list-style-type: none"> <li>“Sephora”</li> <li>Case preparation note</li> </ul>
<b>By EOD (end of day) Mar 21: Email TA your presentation (PowerPoint only) and case report (Word only) files.</b>			
Mar 22	11	Presentation I: Natureview Farm	<ul style="list-style-type: none"> <li>“Natureview Farm” case</li> </ul>
Mar 29	12	Presentation II: Clean Edge Razor	<ul style="list-style-type: none"> <li>“Clean Edge Razor” case</li> </ul>
<b>After your presentation, email the TA with your peer evaluation forms (PDF).</b>			
<b>FINAL EXAM</b>		<b>SCHEDULED BY REGISTRAR’S OFFICE (APR 9 – APR 30)</b>	

## Required Readings

There is NO textbook for this course. All readings from Course Package:RSM250H1F are purchased online at this address: <http://cb.hbsp.harvard.edu/cbmp/access/72276087>.

### Course Package includes the following contents:

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

1. "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: Investing in Social Media, Video, and Mobile" by Elie Ofek and Alison Wagonfeld (2112), 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 will be judged based on 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.

	<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 March 21
4) Group Case Presentation	5%	Last 2 classes – March 22 and 29
5) Mid Term Exam	30%	February 15
6) Final Exam	<u>40%</u>	During the Final Exam Period
Total	100%	

## **1. Grading Elements: Class Participation (10%)**

You are expected to prepare thoroughly and make every effort to attend every class. Given its very nature your learning during a marketing class is 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, and/or
- Promotion of further discussion.

## **2. Grading Elements: Research Requirement (3%)**

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

1. Participation in three hours (credits) of research studies, or
2. Analysis of three articles that report research studies, or
3. A combination of research studies and article analyses

You will receive one point toward your course grade (out of 100) for each one-hour research study or article analysis that you complete, up to a maximum of three points.

Participation in research studies. To participate in a research study, sign up for the research participation website (<https://rotman.sona-systems.com>) and read the descriptions of research studies that are posted there. If you have any issues registering for a Sona account, or study, please, email the SONA Admin at: [Behavioural.Lab@rotman.utoronto.ca](mailto:Behavioural.Lab@rotman.utoronto.ca). Once you identify a study in which you would like to participate, choose a time slot in which to participate. Studies usually take place in the Behavioural Research Lab in the Rotman building, but some studies may run online or in another physical location. Participation in the actual research will take between 45 and 60 minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit. You must complete three credits worth of studies to fulfill your research participation requirement in this course. Participation in research studies will take place from January – March 30, 2017.

Analysis of articles. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. 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 the Behavioural lab manager, Autumn Bynum (416-946-5072, [autumn.bynum@rotman.utoronto.ca](mailto:autumn.bynum@rotman.utoronto.ca), Rotman 547), if you would like to analyze research articles to fulfill your research requirement. The analysis will be graded on a pass/fail basis. Please submit your summaries to Autumn Bynum by March 30, 2017.

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. Grading Elements: Group Case Report (12%)**

Students ARE REQUIRED to submit their “Group 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.

The purpose of this project is to apply the knowledge learned in class to real-world marketing problems. You will follow a case 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.

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 to 6 students for this project. You must email your teaching assistant about your group/members and your case preference by January 31. Students who have not formed a group by January 31 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 professional writing will be considered in the evaluation of the case discussion paper and presentation. You will lose points for writing that impedes communication including 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 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.

1. **Group case report:** The paper should not be more than 15 pages, double-spaced in 12 point in a san serif font (e.g. Calibri, Tahoma or Gadugi), including any cover page, tables, figures and

appendices, and have a 1-inch margin all around. The report is to be emailed to the TA on March 21. It must be submitted in Word (not a PDF). Any submission delivered after March 21 will not be accepted. I strongly encourage you to aim at finishing the final write-up one week before the deadline.

2. Peer evaluation: Each student is required to email the TA a peer evaluation form by the end of their group presentation on March 22 or March 29.

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). Failure to submit a peer evaluation can result in up to a 20% reduction of your group grade.

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. Grading Elements: Group Case Presentation (5%)**

Each group must present its case analysis in front of the entire class March 22 or March 29 depending on case selection. You will submit a hard copy of your report at the time of the presentation. Each group member must participate in the presentation. The time allocation of each presentation is 12 minutes + 3 minutes for Q&A. All groups must submit electronic copies of their presentation, either a PowerPoint file (not a PDF or other presentation format) to the TA via email by March 26.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. 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.

Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students", which is available on the RC portal under the Academic Services tab. 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 to be able to sign off on it as original work, and
- Meet the project timeline as established by the team.

Conflicts can, and do, occur. Conflicts are part of the team's process of learning how to work together effectively and can 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.

## **5. Grading Elements: 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 March 15. 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 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%).*





respected as a true signifier of a student's individual work and academic achievement. Thus, the University treats cases of academic misconduct very seriously.

*The University of Toronto's Code of Behaviour on Academic Matters* outlines the behaviours that constitute academic misconduct, 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: (<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>)

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 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 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:

1. 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;
2. 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
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 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.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. 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.