



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline Marketing Management

RSM251H1F LEC 0101

Marketing Management

Fall 2017

Course Meets: Wednesdays 4-6 at Rotman 142

Instructor:	Professor Douglas Snetsinger
E-Mail:	douglas.snetsinger@rotman.utoronto.ca
Webpage:	Blackboard
Phone:	289-259-3436
Office Hours:	By appointment (email)
Teaching Assistant:	Daniel Ruscigno - d.ruscigno@utoronto.ca

Course Scope and Mission

RSM251 Marketing Management is an applications-oriented course intended to develop the analytic skills required of marketing managers. The course is designed to improve skills in analyzing marketing situations, identifying market opportunities, developing marketing strategies, making and defending these recommendations.

Course Prerequisites

RSM250 Principles of Marketing is the prerequisite course. It is strongly recommended that students be familiar with the material in introductory courses in economics and statistics.

Course Exclusions

RSM350

Required Readings

A required course packet (with cases) is available online at:
<http://cb.hbsp.harvard.edu/cbmp/access/69412585>

Weekly Schedule

DATE		TOPIC	CASE
1	Sep 13	Introduction	
2	Sep 20	Segmentation, Targeting, Positioning	Black & Decker
3	Sep 27	Integrated Market Strategy	Marvel Enterprises Inc.
4	Oct 4	Brand Strategy	Rosewood Hotels and Resorts
5	Oct 11	Cross Selling Barry Linetsky	Disney: Lion King
6	Oct 18	New Market Entry Due Date for Case Assignment 1	Calyx & Corolla
7	Oct 25	Marketing Change Chris Houston	
8	Nov 1	Services Management	Hilton HHonours Worldwide
November Break – No Class Wednesday Nov 8 th			
9	Nov 15	International Marketing Strategy Due Date for Case Assignment 2	Zara
10	Nov 22	Positioning/Communication	Land Rover North America
11	Nov 29	Distribution	Netflix
12	Dec 6	Review	
Final Exam		TBA by Faculty of Arts and Science (period Dec 9 th to Dec 20 th)	

Evaluation and Grades

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

Evaluation Components

		<u>Due Date</u>
Class Participation	15%	Ongoing
Case Assignment 1	10%	Oct 18
Case Assignment 1	15%	Nov 15
Group Presentation	20%	TBD
Research Requirement	3%	
Final Exam	37%	TBD

Requirements and Criteria

1. Class Participation (15%)

The purpose of this evaluation component is to give you practice in stating and defending your ideas and opinions orally. Credit will be given for all quality contributions that you make in class. Quality contributions are statements that:

- Demonstrate that you have read and thought about the case
- Are not obvious to all, but rather highlight new and creative ideas
- Move our discussion ahead, as opposed to summarizing what was already stated
- Integrate learnings from your RSM 250 course and textbook
- Integrate examples and learnings from cases we have already covered in this course
- Illustrate the point by bringing in other “real world” examples

There are some simple things you can do to maximize your chance for success in class:

- Attend every class (attendance may be taken)
- Keep your name tag in front of you always and ensure it is legible
- Read and analyze each case before class
- Bring your copy of the case and your notes to class

2. Group Presentation (20%)

Group Formation: You will choose your groups (maximum of 5-6 members), depending on final enrollment for the course for the in-class presentation by the beginning of the second class. Pick and choose members for your group very carefully. People in your group should have roughly the same grade ambitions, similar work ethics, diverse skills, similar schedules to allow for group meetings and they must be people you think you can work with well. I will take care of any over/under-flows in class. You will need to work out your differences within your group.

Member Contribution: Each group will present one case. Assume you are presenting to the decision-maker(s), either as outside consultants or a task force within the organization itself. In some cases, the person tasked with addressing the issue has been identified. You need to take on their persona. Your

presentation will be 20 minutes in length, plus 5 minutes for questions. Assume the questioning will be difficult and don't assume to whom the questions will be directed. You should select a subset (1-3 members) of your group to make the presentation, but the expectation is that the entire group will contribute to the preparation, and all will be prepared to answer questions.

Presentation: A hard copy of the presentation will be provided in class on the day of the presentation (PowerPoint). Cases will be assigned during the second class. The presentation should present the main points of the case. Each member of the group will receive the same grade.

3. 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. Once you complete this research requirement, you will be given **3** points toward your grade in this course. In order that you might better understand the research process, you may fulfill this requirement by:

1. participation in three research studies or
2. analysis of three articles that report research studies.

You will receive one point toward your course grade 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. 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 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 September 11 - December 1, 2017.

OR

Analysis of Article: 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*. If you are in an organizational behaviour course, you may use the *Academy of Management Journal*, the *Journal of Applied Psychology*, the *Journal of Organizational Behavior*, or *Personnel Psychology*. 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, 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 December 1, 2017.

4. Case Assignments (10% and 15%)

You will be required to submit a hardcopy of your case write-up at the beginning of class on each of the two due dates. Grades will be assigned based on knowledge of the case, accuracy of the write-up, ability to address the specific questions asked, creative problem solving, rigour, and clarity. Specific case questions may be posted before the assignment is due. Failure to turn in the assignment at the beginning of class will result in a zero grade.

5. Final Exam (37%)

Both exams will be closed-book. The exams will be based not only on assigned readings but also on the material discussed in class that may not be covered in readings.

Further details of the final exam will be shared in the first 2 weeks of class. The exam will be a case study. The date and time of the exam will be provided by the Registrar's Office later in the semester.

Course Format and Expectations

For Written Assignments

Please note that clear, concise, and professional writing will be considered in the evaluation of the Case Assignments. 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) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities and not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

For Group Work

The Group project requires students to work in small teams.

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 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 effectively and when handled well can generate creativity and bring-multiple perspectives to the solution.

Student teams are collectively expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). In cases where 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.

To Use Turnitin.com:

Students will be required to submit their course essays to 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.

Policy and Procedure

Conduct of Classes

Each class will be a combination of case presentation, class discussion, and lectures, with a major emphasis on the first two. We will begin with a summary of the highlights from the previous class. The group assigned to the week’s case will present the results of their analysis. While some lecture presentation of course material will take place during the class meetings, a significant portion of class time will be devoted to a discussion of ideas amongst the students, facilitated by the instructor. Therefore, class attendance and participation is mandatory.

Missed Assignments/Midterms

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. If 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.

Missing class: I expect students to email me in advance if they will not attend a class. The email should contain the reason for missing class and must be valid.

Make-ups: If you are unable to complete your assigned case for legitimate, but unplanned, (unforeseeable) reasons, you must make an appointment with the instructor to discuss the assignment of an alternate case. In the case of illness, a doctor's note is required. In the case of other extraordinary circumstances, it will be at my discretion.

Re-marking: Requests to have assignments remarked will be considered if the following conditions are met:

- a) The assignment is submitted to the instructor no later than one week after the marked assignment has been returned to the student;
- b) 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; and
- c) the instructor has no reason to believe the student has made any changes subsequent to the assignment being returned.

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/>.

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.

Blackboard and the Course Page

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.

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.