



Course Outline

RSM 100 H1 F
Introduction to Management
Summer 2022

Course Meets:

| Section | Day | Time | Location |
|---------|----------------------|--------------------|-------------------------|
| L0101 | Tuesdays & Thursdays | 9:00 AM – 11:00 AM | In-person: RT142 |

Instructor: Michael Khan, RT503 Rotman Building (105 St. George Street)
 Email: rsm100@utoronto.ca
 Webpage: <https://q.utoronto.ca>
 Phone: 416-978-7583
 Office Hours: Refer to “Contact” information on Quercus

| Issue | Contact | Email |
|---|-----------------------------------|--|
| Miscellaneous | RSM100 Team | rsm100@utoronto.ca (do NOT use Quercus to contact the TA or Professor) |
| Program Related Issues and Missed Tests | Rotman Commerce Academic Services | rotmancommerce.info@utoronto.ca |

TA Office Hours – Booking and Meeting Details: <https://calendly.com/amelbe/office-hours>

Note: The RSM100 Team (rsm100@utoronto.ca) should be your first point of contact for academic matters. The Team will escalate queries to the instructor as required. Professor and TA office hours will also be posted on Quercus under “Modules”.

Course Scope and Mission

This course is designed to introduce you to the principal functional disciplines of management. It will develop your understanding of what organizations do, and how they are managed across a broad range of functions. The course provides a landscape view of the academic field of commerce, consisting of: 1. an introduction to the role of business in Canadian society; 2. an introduction to the role and tasks of managers and leaders in business; and, 3. an introduction to the management disciplines (strategy, marketing, human resources, operations, accounting, and finance).

The mission of the course is to expose beginning students to Canadian business and to provide students with a context in which they can pursue their education in the field of commerce. Class sessions will consist of lectures, case studies, and/or exercises.

Course Exclusions

RSM100 Y1 / MGT100 H1

Electronic Course Materials

This course will be using the following electronic course materials:

- Quercus

These materials will cost a total of \$0.00. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Required Readings

Contemporary Business (3rd Canadian Edition) Boone, Kurtz, Khan & Canzer packaged with Loose Leaf textbook + WileyPLUS access codes.

ISBN 9781119501206

Cost: \$139.00 + tax

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 they have command of the course materials.

GRADE DETERMINATION

| Deliverable | Weight | Due Date |
|-------------------------------------|---------------|-----------------------------------|
| Term Test 1 | 25% | Refer to the Syllabus (last page) |
| Term Test 2 | 25% | Refer to the Syllabus (last page) |
| Contemporary Issues Digital Journal | 25% | Refer to the Syllabus (last page) |
| Class Contribution (Participation) | 25% | Throughout Course |
| Total | | 100% |

Course Format and Expectations

Since RSM100 is a preparatory class on management and organizations, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to provide accurate information, quality materials, and good service consistent with our obligations to maintain the high academic standards of the University of Toronto.

We expect that you will conduct yourself in a way that prepares you for the working world:

- We start on time, so please do not arrive late to class.
- Please do not surf the internet during class time. Use your computer for in class for purposes to access course materials and take notes on the lecture. Using your laptop to

message on Facebook, play Solitaire, or otherwise surf the web are unacceptable in-class activities.

- During class, respect the learning opportunities of others.
- Stay up to date and make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- Our expectation is that you will not only participate in class discussions for the benefit of your own learning, but also for that of others.

Team or Group Assignments

The CIDJ project requires students to work in teams of 4-5. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also book an appointment with one of RC's teamwork mentors to help you resolve or mitigate conflict, strategize on planning, or improve team communication.

To book an appointment with a teamwork mentor, go to: uoft.me/writingcentres.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Rotman Commerce Centre for Professional Skills Teamwork Support:

The CIDJ Project is intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You also can access your college Writing Centres for help with written assignments.

To book with a writing or presentation coach, visit uoft.me/writingcentres, and for more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Class Participation

Active student participation in class is encouraged. Most students typically tend to *under-estimate* — rather than *over-estimate* — the worth of what they have to say. Thus, if you are ever in doubt, speak up instead of staying quiet. Please draw on personal experiences as appropriate (particularly, if you believe they are relevant, insightful and generalizable).

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic
- Idea generation
- Promoting further discussion

Students are expected to attend classes and to contribute to class discussions on a *constructive and regular* basis. All students are expected to have completed the reading assignment and prepared the cases, problems and exercises assigned for classroom discussion. This way, we can devote the bulk of the class time to thinking about and responding to each other's analyses of the problems and cases, and only the necessary minimum to getting the facts out.

The vast majority of managers' interactions with others are oral. Managers generally spend little time reading, and even less time writing reports. Please consider the classroom a laboratory in which you can test your ability to convince your peers of the validity of your idea. This course will emphasize participatory and collaborative learning. As a result, a significant portion of your mark will be based on your verbal participation and contribution to class discussions. This mark is based on both quantity and quality of your contributions. Good responses demonstrate critical thought, class preparedness, understanding analysis of the topic, idea generation and promote further discussion.

For the purposes of virtual classroom engagement, professionalism and class contribution, you are expected to have your camera on during the entirety of the class for any online classes. Students that cannot have it on are required to book an online appointment with the professor prior to the course to discuss other options. Please note that attendance does not constitute contribution and class contribution is based on verbal contribution and professionalism in class.

Professionalism is a component of class contribution. As such late arrivals, unexplained absences and disruptive behaviour (including internet surfing, texting, use of Facebook etc.) will be heavily penalized via your class contribution assessment.

You are required to display your name card (available for download on Quercus) in front of you in every class in order to earn credit for participation. Please note that attendance does not constitute contribution and class contribution is based on verbal contribution in class.

My role in the class is to help facilitate discussion. In part, I serve as a clarifier and intensive questioner in order to help you present and develop your ideas. We must work together to ensure that each class session is a lively, stimulating and intellectually rewarding venture in group learning. We are individually and collectively responsible for achieving this end.

In order to track participation, a class seating map may be prepared based on your choice of seating in the classroom. You are requested to sit in the same seat each class and always have your name card clearly visible. This approach helps ensure an organized and objective assessment of participation. It is **your responsibility** to ensure your name is on the **seating map** in order to earn credit for your participation. Be sure to approach your instructor if you miss the first class to ensure your name is recorded on the seating map if your instructor is using one to track participation.

You will be required to complete a self-evaluation of your class contribution towards the end of the course. Part of the evaluation is completed via a link on Quercus that involves tracking your participation (using brief points to describe your verbal contributions) for each class. You will also be required to track your participation on the back of your namecard using the template provided. This must be submitted at the end of the term/last class. You should keep a copy/photograph of all materials. Not completing any of the requirements above will result in a grade of zero for class contribution.

Class preparedness is a critical component of this course in order to facilitate rich classroom discussions. As such, the instructor will randomly request students to submit their written attempt at class discussion problems/cases from time to time at the beginning of class (if applicable). These submissions will be considered when assessing classroom contribution. Your assigned activity/case for class should be completed in advance and printed with your name and student number ready for submission in the event that the instructor chooses to collect on a particular class.

Class contribution bonus marks cannot result in a grade of greater than 100% in the course.

See: *Appendix A – Participation Evaluation Rubric*. Additional information on the participation marks will be discussed in the first week of class.

Term Tests

Term tests will be held as per the course schedule. These tests consist of a series of multiple choice and/or short answer questions that test your knowledge of the material that is discussed in class sessions and that is found in the textbook. In class, we will complement the material in the textbook with examples and case studies. We assume that you have read and are familiar with the assigned readings prior to class as we will not cover all the material in the textbook, though you are responsible for all of it.

If you are unable to write a term test due to illness or domestic tragedy, contact the Rotman Commerce Academic services for their approval. (See Missed Tests and Assignments section below for details.)

The term tests will test textbook material not covered in class as class time is limited. The ability to self-study material will be a critical skill during your university experience.

To account for minor marking anomalies, one mark will be added to each midterm test paper. Students requesting a remark will have this mark removed and their entire paper will be regraded and the grade can go up, down or stay the same.

Aids Allowed

No study aids are allowed. You may use a non-programmable hand-held calculator.

Lead Instructor:

Michael Khan

Michael Khan is an Associate Professor, Teaching Stream at the Rotman School of Management. He has taught courses at the University of Toronto's three campuses since 2001 in the areas of Management, Accounting and Auditing. He has won awards for teaching excellence at both the undergraduate and MBA level. Michael obtained his B.Com. from the University of Toronto and holds an MBA from the Schulich School of Business, York University. He also holds the designations of: Chartered Professional Accountancy (CPA, CA), Certified Information Systems Auditor (CISA) and Certified Information Technology Professional (CITP) and is also Certified in the Governance of Enterprise Information Technology (CGEIT). He currently trains CPA students for CPA Ontario. Michael's professional experience includes roles at Ernst & Young, Deloitte and his independent consultancy practice.

In order to enrich the content of this course, the course is team taught with various industry specialists to enhance the learning experience where appropriate. This is also a valuable networking opportunity for students.

Policies and Procedures

Missed Tests and Assignments (including mid-term and final-term assessments)

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

Students who miss a test for valid reasons (e.g., illness) must submit their absence declaration via ACORN and a Request for Special Consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g., missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with your Absence Declaration on [ACORN](#) (please read the instructions on how to use the Absence Declaration in ACORN) within **2 business days** of the originally scheduled course deliverable.

Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable.

Test Conflicts

Students who miss a test due to a conflict with another course/assessment must provide proof of the conflict. The makeup test will be held the day after the scheduled test date. Further details regarding the scheduling of the tests can be found on the last page of the course syllabus.

If students are still unable to attend the makeup test, the weight of the term test will be transferred to the final test.

Late Assignments

Late submissions of any assignment may be considered; however, a resolution may be determined at the instructor's discretion and may include an academic penalty. 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.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible at accessibility.services@utoronto.ca or studentlife.utoronto.ca/as. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Original

Normally, students will be required to submit their course essays to the University's plagiarism detection tool 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 tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the Centre for Teaching Support & Innovation web site (<https://uoft.me/pdt-faq>).

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 U of T 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 ACORN. For more information visit help.ic.utoronto.ca/category/3/utmail.html.

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail 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 ACORN, 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. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording 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 any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

UCheck

When attending in-person lectures, tutorials, and other activities please be sure to complete the self-assessment process as part of UCheck. The instructions located here: <https://www.utoronto.ca/utogether/ucheck>

SUS101: Saving Paper in Courses

"Each year at U of T, an estimated **10 million sheets of paper** are used in the printing of lecture slides, tests, assignments, and other course materials in 1st and 2nd year courses alone" (Sustainability Office, University of Toronto). In order to reduce this number, we are taking part in a program called "SUS101: Saving Paper in Courses".

Please do your part in helping to conserve paper in this (and all other) courses. Consider the following ideas:

- Avoid printing electronic documents – get used to working with them from digital format (you will need to do this in your professional careers);
- Make your own notes in electronic documents (e.g., MS Word, Excel, Google Docs, etc);
- If you are printing, make sure you select double-sided printing (available at all libraries);
- Take leadership and share your concerns and ideas with all of us so we can improve our practices.

Other Useful Links

Become a volunteer note taker - [Volunteer Notetaking](#)
Accessibility Services – [Note Taking Support](#)
[Credit / No-Credit in RSM courses](#)
Rotman Commerce – [Academic Support](#)

Welcome to the course! We sincerely hope you succeed in, benefit from, and enjoy it!

Appendix A – Participation Evaluation Rubric

| Grade | 9-10 | 7-8 | 5-6 | 3-4 | < 3 |
|---|---|---|--|---|---|
| Participatory Contribution | | | | | |
| Relation to Peers | Displays leadership in actively supporting, engaging and listening to peers (ongoing). | Actively supports, engages and listens to peers (ongoing). | Makes a sincere effort to interact with peers. | Limited interaction with peers. | No interaction with peers. |
| Participation | Displays leadership in playing an active role in discussions (ongoing). Participates verbally in full classroom discussions <u>every</u> class. | Plays an active role in discussions (ongoing). | Participates constructively in discussions (ongoing). | When/where prepared, participates constructively in discussions. | Never participates. |
| Intellectual Contribution | | | | | |
| Preparation | Arrives fully prepared, having also done additional readings. | Arrives fully prepared. | Arrives mostly, if not fully, prepared. | Arrives noticeably less than entirely prepared. | Unprepared. |
| Quality of Comments | Comments advance the level and depth of the dialogue (consistently). | Comments occasionally advance the level and depth of the dialogue. | Makes relevant comments based on the assigned material (ongoing). | When/where prepared, makes relevant comments based on the assigned material. | Demonstrates a noticeable lack of interest in the material. |
| Contribution to Learning Community | | | | | |
| Impact on Group Dynamic | Group dynamic and level of discussion are consistently better because of the student's presence. | Group dynamic and level of discussion are often better because of the student's presence. | Group dynamic and level of discussion are occasionally better (and never worse) because of the student's presence. | Group dynamic and level of discussion are not affected by the student's presence. | Group dynamic and level of discussion are harmed (perhaps significantly) by the student's presence. |

Appendix B – Tentative Course Schedule (Subject to Change)

| <i>Session</i> | <i>Class Date</i> | <i>Topic</i> | <i>Req'd Reading Chapter(s)</i> | <i>Optional Self Study in WileyPLUS</i> | <i>Evaluation</i> |
|----------------|-------------------|---|---------------------------------|---|---|
| #1 | 10-May | <i>Introduction to Commerce & Canadian Business History</i> | 1, 3 | Chapter 01 Practice Chapter 03 ORION | |
| #2 | 12-May | <i>Business, Society & Wealth Creation</i> | 5, 6 | Chapter 05 Practice Chapter 06 ORION | |
| #3 | 17-May | <i>Managing and Leading in Organizations (8am on Zoom)</i> | 7 | Chapter 07 Practice Chapter 07 ORION | |
| #4 | 19-May | <i>Strategic Human Resource Management</i> | 8 | Chapter 08 Practice Chapter 08 ORION | <i>CIDJ Team Selection due May 20 @ 11:59 PM</i> |
| #5 | 24-May | <i>Environment, Social and Governance (ESG)</i> | 2 | Chapter 02 Practice Chapter 02 ORION | |
| #6 | 26-May | Tuesday, May 26 @ 9AM Term Test – Testing Material from Sessions 1-5 (Inclusive) | | | <i>Tuesday, May 26 @ 9 AM</i> |
| | | <i>Contemporary Issues: Government and Climate Change and its Impact on Business</i> | <i>On Quercus</i> | | |
| #7 | 31-May | <i>Strategy I</i> | 4, 15, 17 | Chapter 15 Practice Chapter 17 ORION | |
| #8 | 2-Jun | <i>Strategy Part II & Operations Management</i> | 9, 10 | Chapter 09 Practice Chapter 10 ORION | <i>CIDJ Final Submission due June 5 @ 11:59 PM</i> |
| #9 | 7-Jun | <i>Canada in World Markets</i> | 4, 16 | Chapter 04 Practice Chapter 16 ORION | |
| #10 | 9-Jun | <i>Data Analytics</i> | | | <i>Participation Self-Assessment Due June 10 @ 11:59 PM</i> |
| #11 | 14-Jun | <i>Amazon Case Analysis Part II and Course Wrap-up</i> | 15, 17 | Chapter 15 ORION Chapter 17 Practice | |
| #12 | 16-Jun | Tuesday, June 16 @ 10 AM Term Test 2 (Cumulative) | | ORION FOR ALL CHAPTERS | <i>Thursday, June 16 @ 9 AM</i> |

Last Updated on May 5, 2022

Please note that the last day you can drop this course without academic penalty is June 6, 2022.