

Course Outline

RSM 393 H1S L0101 and L0201

Strategic Case Analysis

Winter 2023

Course Meets:

L0101: Thursdays / 9amET – 11amET (In Class: BL112 – 140 St George St)

L0201: Thursdays / 1pmET – 3pmET (In Class: BL112 – 140 St George St)

Instructor: Katherine Magee
Off Campus

E-Mail: katherine@mageeresourcegroup.ca
katherine.magee@rotman.utoronto.ca

Webpage: <http://q.utoronto.ca>

Phone: 416.575.3089

Office Hours: Available as requested, online mechanism preferred

Teaching Assistant: TBC

Course Scope, Mission and Learning Outcomes

Developing the critical skills of analyzing and synthesizing business situations to present strategic recommendations with confidence to organizational leaders and key stakeholders are fundamental to business success.

Specific course objectives are:

- To increase your ability to analyze business situations using models and tools
- To develop strong strategic recommendations in both written and presentation formats
- To increase your confidence in presenting and defending your recommendations
- To leverage team strengths to create best possible recommendations

Course Prerequisites

RSM 392 H1

Course Materials

Required Readings

Case Package: cases will be distributed throughout the course. The total cost for these readings will not exceed C\$65. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Team / Individual	Due Date
Class Contribution	25%	Individual	Ongoing
Reflection and Preparation	10%	Individual	Ongoing
Audience Orientation Report	5%	Team	February 2 nd or February 9 th
Written Case Analysis #1	5%	Team	February 16 th or March 2 nd
Case Presentation #1	5%	Team	February 16 th or March 2 nd
Presentation Self-Assessment	15%	Individual	March 9 th
In-class case analysis	15%	Individual	March 16 th
Written Case Analysis #2	10%	Team	March 23 rd or March 30 th
Case Presentation #2	10%	Team	March 23 rd or March 30 th

Course Format and Expectations

Audience Report: To increase your ability to develop audience-centric presentations, in Session 4 or 5 (depending on your team number) your team will prepare a written Audience Orientation Report instead of a presentation. In each of these classes, certain teams will do a presentation and the other teams will work on the Audience Report. A paper copy of Part A of the Audience Report is due by **the beginning of the class**. After the presentations, the presenting teams will stay back in the classroom for feedback, while the remaining teams will have time to complete Part B. An emailed copy of the full report is due the following day (deadline determined by section).

Presentation Self-Assessment: An important aspect of experiential learning is reflecting on the performance of others and yourself. To encourage this activity, each student will prepare a self-assessment. We will be recording at least two of your team presentations in earlier classes and on March 9th (Session 8) you will be required to hand in an analysis of your personal key learnings on effective presentation analysis and presentation.

In-class Case Analysis: A key component of this course is further developing the ability to analyze a business problem or situation and provide a realistic and well thought-out recommendation. On March 16th (Session 9), you will be given a case upon arrival in class and will have until the end of the class to read the case and create your individual recommendation with appropriate support. The time allocated in class will be sufficient to review the case and develop your analysis.

Presentation of Analysis and Written Case Analysis: You will be assigned to teams each made of 4 to 6 students by January 19th and you will be expected to stay in the same team for the duration of the course. Your team grade will be based on your team's ability to analyze a case effectively and present your analysis and recommendations in a professional and impactful manner, both in written and presentation formats. Each team will have the opportunity to present their case analysis and recommendations once to receive feedback before the two graded presentations. Each team is also responsible for two written case analyses throughout the course.

Class Contribution: Your class contribution grade for this course will be based on your engagement in, and contribution to, a positive learning environment. This includes regular attendance, the quality of your participation during in-class discussions, the quality of in-class feedback you provide other students and your adherence to class norms.

Reflection and Preparation: A key part of learning is the ability to take time to prepare for upcoming meetings as well as to reflect on key takeaways from past meetings. You will be asked to complete an individual weekly spreadsheet starting January 19th to briefly answer a maximum of 3 questions in preparation for the following week's class, and to briefly summarize your 3 key takeaways from the previous class.

Writing Assignments and Presentations

All of the assignments are intended to help you develop your business 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 can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

The following assignments – Audience Orientation Report and Case Analyses (both written and presented) - require students to work in teams of 4 to 6 members. 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 a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

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.

Class Participation

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

Missed Tests and Assignments

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request 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. Please email your documents to rotmancommerce.info@utoronto.ca

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

If you are unable to make the class on March 16th (In-Class Case Analysis), please be advised that the Individual Presentation Self-Assessment will be re-weighted to make up 30% of your final mark.

Late Assignments

All group assignments are due at the beginning of class on the date specified in the Course Outline.

Late submissions for team and individual assignments will normally be penalized by 10% if the assignment is not received on the specified due date, at the specified time. A further penalty of 5% will be applied to each subsequent day.

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 [email Accessibility Services](#) or [visit the Accessibility Services website for more information](#) as soon as possible. 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.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T 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](#) 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 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 U of T or RC resources such as the RC Centre for Professional Skills, the 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 the [Information Commons Help Desk](#).

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.

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.

Weekly Schedule

Session	Date	Topic	Readings / Due
1	January 12	Course Introduction	
2	January 19	Applying Strategy to Analysis	Teams Assigned
3	January 26	Understanding Your Audience Is Key	Due: first personal Reflection / Preparation
4	February 2	What Makes A Great Presentation	Due: case presentation or Audience Orientation report (depending on team assignment)
5	February 9	Creating A Compelling Story	Due: case presentation or Audience Orientation report (depending on team assignment)
6	February 16	Risk & Implementation	Due: case presentation or written analysis (depending on team assignment)
7	March 2	Reality Check & Alignment	Due: case presentation or written analysis (depending on team assignment)
8	March 9	Bringing It All Together	Due: Presentation Self-Assessment (individual written assignment)
9	March 16	Individual Case Analysis	In-class
10	March 23	Final Group Presentations / Written Case	Due: case presentation or written analysis (depending on team assignment)
11	March 30	Final Group Presentations / Written Case	Due: case presentation or written analysis (depending on team assignment)
12	April 6	Wrap Up / Preparing for the Future	

Please note that the last day you can drop this course without academic penalty is March 19, 2023.



Other Useful Links

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

URL links for print

- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>
- Request for Special Consideration Form: <https://rotmancommerce.utoronto.ca/current-students/forms-requests-and-appeals/forms/>
- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: <http://studentlife.utoronto.ca/as>
- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>