

RSM2008H/RSM391H - CDL Introduction Syllabus*

Course Name:	Creative Destruction Lab Intro	Year, Term:	2023, Summer
Course Code:	RSM2008H/RSM 391	Instructor Office:	
Instructor	Joshua Gans	Instructor Emails:	joshua.gans@rotman.utoronto.ca
Instructor Homepage:	http://www.joshuagans.com	First step for asking questions:	Course Content/Issues: Contact the Program Coordinator Assignment Content/Grading: Assigned TA
Teaching Assistant Names:	TBA	Teaching Assistant Emails:	TBA
Course Coordinator Name:	Melika Ameresekere	Program Coordinator Email:	melika.ameresekere@createdestructionlab.com

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Course Description

This course is suitable for students pursuing careers in strategy, innovation, entrepreneurship, entrepreneurial finance, new product development, and economic development policy. The course will introduce students to a framework for developing an entrepreneurial strategy. This involves the key choices of customer, competition, technology and identity as well as whether ventures pursue a control versus execution focus.

As part of the preparation for the CDL Advanced course, this course will also give you the opportunity to learn about the specific managerial problems faced by entrepreneurs operating in one of two key focus areas of the CDL. The first is artificial intelligence. As most ventures in the Toronto CDL have AI cores, this course track will be essential preparation for that as well as an introduction to AI in the real business world. The second is life sciences. Many Toronto CDL ventures focus on commercialization of medical technologies, and this course track will illustrate the key challenges faced by entrepreneurs in this area.

This course is a prerequisite for students wanting to apply for the Creative Destruction Lab (CDL) Advanced Course RSM 2013Y where students will have the opportunity to work directly with a CDL venture. Interested students should familiarize themselves with the Creative Destruction Lab and its various activities prior to registering for this course. You can find more information from our website at www.creativedestructionlab.com. The University of Toronto is committed to equity, human rights and respect for diversity.

Course Learning Outcomes

Students will learn how to formulate and evaluate the strategy of entrepreneurial ventures, apply frameworks to CDL ventures and advise them on strategic decision-making, and understand why strategy formulation for entrepreneurial ventures is distinct to that for other firms. Students will develop an optimal strategy for a new company. Students will learn about the economics of artificial intelligence and learn how to use artificial intelligence in business operations.

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.

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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.

Course Grade Components

The final course grade reflects your level of demonstrated achievement of the **Course Learning Outcomes** listed above. Deliverables provide feedback on your progress towards the course grade.

Item	Weight %	Due Date /Time	Proposed Readings	Note	Delivery	Turnit in? (Yes or No)
Assignment #1 Entrepreneurial Strategy	60%	Part 1 Sunday, June 11, 2023, by 11:59 PM ET Part 2 Sunday, July 2, 2023, by 11:59 PM ET	<i>Entrepreneurship: A Strategic Approach</i> (ES) by Gans, Scott and Stern	Individual	Via Quercus	Yes

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Assignment #2	40%	Sunday, August 6, 2023, by 11:59 PM ET	If choose AI Canvas, Prediction Machines: The Simple Economics of Artificial Intelligence by Agrawal, Gans and Goldfarb	Individual	Via Quercus	Yes
AI Canvas Assignment						
OR Health Assignment			If chosen Health Assignment , lecture slides and web-sites referenced on lecture videos			

All students, in all sections and streams, will submit their assignments on the same day.

Students are encouraged to refer to the recommended material (readings, videos, and articles) to help complete the assignments.

Please cite all referenced materials. All assignments must be submitted in PDF format online.

Due to the interactive nature of assignments in this course, late submissions will not be accepted. A grade of zero will be assigned to late assignments.

Students may use artificial intelligence tools, including generative AI, in this course as learning aids or to help produce assignments. However, students are ultimately accountable for the work they submit.

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Readings and Materials

Additional materials will be posted on Quercus.

Title	Required?	Location
<i>Entrepreneurship: A Strategic Approach</i> by Joshua Gans, Erin Scott and Scott Stern	Yes	To be posted on Quercus
<i>Prediction Machines: The Simple Economics of Artificial Intelligence</i> by Ajay Agrawal, Joshua Gans and Avi Goldfarb	Yes, if you choose to pursue the AI assignment	The University of Toronto Bookstore or online vendor

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Schedule

You are expected to have read the assigned reading **before** class unless explicitly stated otherwise.

Class #	Date	Topics	Course Content and Recommended Preparation	Location
1	Available: May 15, 2023	Introduction Online (Joshua Gans) Approx. Video Content Time: 70-100mins	ES, Overview ES, Choosing Entrepreneurship ES, Choosing Your Opportunity ES, Choosing Your Strategy	Quercus
2	Available: May 15, 2023	Online (Joshua Gans) Customer Approx. Video Content Time: 40-55mins Technology Approx. Video Content Time: 25-30mins Organization Approx. Video Content Time: 23-25mins Competition Approx. Video Content Time: 26-30mins	ES, Choosing Your Customer ES, Choosing Your Technology ES, Choosing Your Organization ES, Choosing Your Competition	Quercus

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3	Available: May 15, 2023	<p>Strategies I Online (Joshua Gans)</p> <p>Strategies II Online (Joshua Gans)</p> <p>Approx. Video Content Time: 110-125mins</p>	<p>ES, These Choices Matter Together</p> <p>ES, The Intellectual Property Strategy</p> <p>ES, The Disruption Strategy</p> <p>ES, The Value Chain Strategy</p> <p>ES, The Architectural Strategy</p> <p>Gans, The Other Disruption</p>	Quercus
4	Available: May 15, 2023	Test Two, Choose One	<p>ES, Guide to Choosing</p> <p>ES, Guide to Testing</p>	Quercus
5-8	Available: July 1, 2023	<p>TRACK 1: INTRO TO AI (Option to choose either Track 1 or 2)</p> <p>Intro to AI Online (Joshua Gans)</p> <p>Judgment Online (Joshua Gans)</p> <p>Data and Algorithms Online (Gillian Hadfield)</p> <p>AI Canvas Online (Joshua Gans)</p>	<p>Prediction Machines, Part I</p> <p>Prediction Machines, Part II</p>	Quercus

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			Prediction Machines, Part III	
5-8	Available: July 1, 2023	<p>TRACK 2: Introduction to Life Sciences Entrepreneurship (Option to choose either Track 1 or 2)</p> <p>Entrepreneurship in the health sector Online (Alberto Galasso)</p> <p>Getting value from IP protection Online (Alberto Galasso)</p> <p>The regulatory process Online (Alberto Galasso)</p> <p>Reimbursement and digital health Online (Alberto Galasso)</p> <p>Meeting CDL health entrepreneurs Online (Alberto Galasso)</p>	Lecture videos and slides	Quercus

Our 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 website (<https://uoft.me/pdt-faq>).

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.

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[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.

Correspondence

Please use the email for all communications with the Teaching Assistants and Course Coordinator. Refer to the top of the syllabus for the Teaching Assistant you are assigned to answer follow-up questions. **Please include the Course Code in the subject line.**

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 <http://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

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mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Grading and Assessment

Final grades in the course are given as letter grades. They reflect your overall performance in achieving the stated Course Learning Outcomes. Assessment on interim deliverables can take many forms and they are intended to give you an indication where you stand relative to others. This will allow you to make adjustments to your approach, your expectations, and your performance. Please contact the Course Coordinator if you would like more guidance on your individual course performance. More information can be found in the Student Handbook.

Please note that in order to receive a passing grade in the course, satisfactory progress must be demonstrated for both assignments. For instance, submitting Assignment 1 but failing to submit Assignment 2 will lead to a failing grade even if the score for Assignment 1 is high.

Late Assignments

Late submissions will not be accepted. An automatic **10% will be deducted** for late submissions within 24 hours after the submission deadline. There will be an **additional 5% deduction per day** after that for up to 1 week from the due date. Any submissions after that will receive a 0.

Students who, for reasons beyond their control (eg. illness), are unable to submit an assignment by its deadline and must obtain approval from the instructor and Course Coordinator for an extension within **2 business days** of the originally scheduled course deliverable. Supporting documentation will be required as per the policy on missed tests and assignments.

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. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Academic Integrity

Case write-ups, papers, assignments, and all other deliverables must be original work, giving credit to the work of others where appropriate. You are encouraged to consult the Student Handbook as well as the following sites to ensure that you follow the appropriate rules. Ignorance of these rules is not a defense in cases of violations, which can result in very serious academic sanctions.

- [University of Toronto Academic Integrity Website](#)
- [Rotman BIC Resources](#)

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- [UofT Writing Centre Resources](#) (including help on proper citations)
- [Office of English Language and Writing Support](#)

Standard Policies

The following are policies students should assume are in force with all Rotman courses. Full details for each of these policies can be found on the [Registrar's Office website](#)

1. [Academic Accommodations](#)
2. [Academic Integrity](#)
3. [Accessibility Services](#)
4. [Assignment Cover Sheet](#)
5. [Class Attendance](#)
6. [Code of Behaviour on Academic Matters](#)
7. [Course Drop Deadline Policy](#) for MBA electives dates check relevant [course schedules](#)
8. [Grading Policies](#)
9. [Group Work and Behaviour](#)
10. [Scent-Free Environment](#)
11. [Use of Technology](#)

THE SECTIONS BELOW ONLY APPLY TO COMMERCE STUDENTS IN RSM 391:

RC Centre for Professional Skills Writing and Presentation Support:

Please note that **clear, concise and correct writing and/or speaking** will be considered in the evaluation of Assignments 1 and 2. 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.

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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](#).

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.

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. Please refer to the grading information above.

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](#)