

Course Outline

Course Code	RSM 466 H1 S
Course Name	Environmental and Social Responsibility for Management
Term, Year	Winter, 2024
Course Meets	Wednesdays 10:00am-1:00pm (regular class/lecture will run from 10am-12pm – with group project work or TA tutorial from 12-1pm)
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Office Hours	Virtual Office Link
Adam Stoehr	adam.stoehr@rotman.utoronto.ca	Wednesdays after class and by appointment	Zoom
TA: Daran Xu	daran.xu@rotman.utoronto.ca		

Course Scope, Mission and Learning Outcomes

The course looks at how organizations engage in the social economy through their social responsibility work and how they are going green. More and more corporations are looking at how best to combine profit and purpose. B Corps are one clear manifestation of this trend. The course has two main goals: (1) to inform you about current thinking and practice on social responsibility and (2) to inform you about the importance of sustainability in current business practices. We conclude the course with an opportunity for the students to give voice to their own values.

By the end of the course, you will understand (1) the various challenges to the neo-liberal view of capitalism, (2) the vital importance of the social economy, (3) the current trends and thinking about doing capitalism better.

Course Prerequisites

You must have completed 9 or more credits. (fas.calendar.utoronto.ca/section/Rotman-Commerce).

Required Readings

There is no textbook but there are various online readings and also a case package. The contents of the case package are marked with *. I will also post materials on Quercus that address current issues.

Electronic Course Materials

This course will be using the following electronic course materials: The ones noted with * below. These materials will cost a total of \$*****. 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 based on how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Due Date
Class Participation/ Contribution /Attendance	10%	Ongoing
Consulting Engagement	30%	End of Term
Statement of Work (SoW)	10%	Feb 7
Case Analysis: Daddy Lab: A Chinese Social Enterprise's Dilemma	20%	March 6
Final Assessment	30%	Take home

Class Participation/Contribution/Attendance

You are expected to attend and actively participate in each class session. I expect you to arrive on time, stay for the entire session, and actively contribute to class discussion. Every other class, we will have structured discussions around current issues of diversity, inclusion, and equity.

Team Project and its SoW – (30% and 10%, respectively)

You will work on a consulting engagement with an organization on social issues (social responsibility, sustainability, environmental focus etc.) Guidelines will be provided in class.

Case for Analysis (20%)

You will analyze which is included in the case package. More details will be provided in class.

Take-home Final Assessment

The final assessment is a take-home assessment, which will be distributed in our last class.

Writing Assignments or Presentations

The Team Project and its SoW, the Case Analysis, and the Final Assessment are 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 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 group project requires students to work in teams of 5-7, which will be assigned by the instructor. 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
- Intellectual bravery

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 the Request for Special Consideration form: <https://uoft.me/RSMConsideration>
Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), medical note etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN ***one time per term*** to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

Late Assignments

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.

Grading Policy

Please remember that you do not start with 100 points and get them “taken away”. Rather, good marks are earned through clear writing, explanation, definitions, and analysis. I will not respond to any email about grades for four days after they are posted for a cooling off period. I am happy to make corrections in case of clerical errors, but I will not entertain requests for grade increases based on enjoyment or liking, effort made, or disagreement with the legitimacy of the evaluation method, relative to others’ performance, or any persuasion tactics.

In addition, meetings are rarely productive, and I encourage you to instead reflect on what you can learn and grow from the marks and feedback that we can give to you to help you understand and improve, and then if needed, initiate a formal regrade request/appeal. If you believe that your paper grade is not a reflection of its true quality, and would like me to personally regrade it, you must write a one-page memo explaining why you think you deserve a better grade being specific and submit that along with your paper via email within one week of posted grades. The memo cannot contain any pleas for humanitarian concerns or justice concerns relative to other people in the class or claims that you enjoyed the class or worked hard, and instead should focus on substantive arguments, explanation, and evidence in support of your argument. I will reevaluate

the entire paper, and your grade can go up or down.

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.

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 [University's Plagiarism Detection Tool FAQ](#) page from Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

Students may use artificial intelligence tools for creating an outline for an assignment, but the final submitted assignment **must be original work produced by the individual student** alone. If you have any question about the use of AI applications for course work, please speak with the instructor. Note that whether you choose to use generative AI technologies for assistance in structuring coursework, you remain responsible for the accuracy and clarity of content. While generative AI can be helpful, it's important to remember that it's not always accurate or reliable.

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
1	Jan 10	Introduction	-
2	Jan 17	CSR	Read: Mintzberg (2015) Why CSR isn't a Piece of Cake, MIT Sloan Management Review & The Messy but Essential Pursuit of Purpose
3	Jan 24	B Corps 1	How to Sell Without Selling Out https://bthechange.com/how-to-sell-without-selling-out-f931ac62092a
4	Jan 31	B Corps 2	Laureate Education, Inc. & the B Corp Certification: Always meant to "B"?
5	Feb 7	Working with Partners	Read: Checklists from Block's Flawless Consulting
6	Feb 14	Sustainability 1	Read: Lubin and Esty (2010) The Sustainability Imperative, in HBR. https://hbr.org/2010/05/the-sustainability-imperative
	Feb 21	READING WEEK – NO CLASS	
7	Feb 28	Sustainability 2	Aparigraha Yoga: Balancing the Tensions of Sustainable Entrepreneurship
8	March 6	Social Enterprises	Read; Martin and Osberg, (2015) Two Keys to Sustainable Social Enterprises, in HBR. Prepare: Moltacte: A social enterprise that puts employees like me at the center
9	March 13	Social Innovation	Dhan Foundation: Delivering Healthcare To The Village Doorstep, An Innovative Approach
10	March 20	Social Finance	Read: https://www2.deloitte.com/uk/en/pages/financial-services/articles/social-finance.html
11	March 27	Your Values	Read: A Brief Introduction of Giving Voice to Values Prepare: A Tale of Two Stories
12	April 3	Wrap-up	

Please note that the last day you can drop this course without academic penalty is March 11, 2024.

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/>

ABOUT YOUR INSTRUCTOR

Dr. Adam Stoehr is a business consultant who specializes in the areas of leadership, HRM, organizational behaviour, employee happiness, strategy, and organizational excellence. He is the recipient of the 2022-23 McMaster University “Prof of the Year” Excellence in Teaching award as recognized by students in the DeGroot School of Business.

As an Assistant Professor, Teaching Stream at the Rotman School of Management, Dr. Stoehr teaches both undergraduate (B.Com.), and graduate (MBA), level courses in OB/HRM

Dr. Stoehr received his Bachelor of Business Administration from Wilfrid Laurier University. He received a Masters of Business Administration from the Rotman School of Management at the University of Toronto. He received his PhD in Business Strategy from the University of the West of England. His research interests are in strategy formulation, employee happiness, leadership, collaboration and teamwork, organizational excellence, customer experience, and process improvement strategies.

Dr. Stoehr’s work experience with Excellence Canada, focuses on consulting with many organizations in both the private and public sector (including Canada Goose, The City of Toronto, Sun Life Financial, TTC, Canada Post, 3M Canada Company, BMW Canada, Bank of Canada, Baxter Corporation, American Express, Canadian Forces Housing Agency, Ricoh Canada Inc., The Regional Municipality of Durham, Delta Hotels, Ceridian Canada, York Region, Calian Technologies Ltd., Manulife, Ministry of Natural Resources and Forestry, the City of Markham, Cargill Value Added Meats) Helping them with strategies related to leadership, planning, people focus, customer focus, and process management.

At Rotman, he constantly tries to find new ways to simplify complex topics so that the ideas can be remembered and applied in the real world right away.

Follow me on Instagram: <https://www.instagram.com/professorstoehr>