![Rotman Commerce - University of Toronto]

Course Outline

RSM 100H1F
Introduction to Management
Fall 2024

Course Meets:

Section	Day	Time
L0101	Tuesday	11:00 AM – 1:00 AM
L0201	Wednesday	1:00 PM – 3:00 PM
L0301	Wednesday	3:00 PM – 5:00 PM

Instructor: Michael Khan, RT503 Rotman Building (105 St. George Street)
Email: RSM100@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)
WileyPlus	Chat Support	https://wpsupport.wiley.com/s/contactsupport
Program Related Issues and Missed Tests	Rotman Commerce Academic Services	rotmancommerce.info@utoronto.ca
TA Office Hours		See Location/Time on Quercus > Modules
Tutorials		See Location/Time on Quercus > Modules

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

Digital Version:
Boone, Contemporary Business 4th Canadian edition, WileyPLUS 1-semester access (includes the eTextbook)
ISBN: 9781119905820
Price: $65.00

OR

Print Version:
Boone, Contemporary Business 4th Canadian edition, Loose-leaf text with WileyPLUS 1-semester access
ISBN: 9781119905844
Price: $163.95

Note: Students are encouraged to buy their textbook from the University of Toronto Bookstore to prevent issues with accessing WileyPlus.

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
Quiz 1 (Wiley)	5%	Refer to the Syllabus (last page)
Term Test	20%	Refer to the Syllabus (last page)
Quiz 2 (Wiley)	5%	Refer to the Syllabus (last page)
Final Exam	45%	To be announced
Professional Skills Module (PSM)	5%	Refer to the Syllabus (last page)

Business Plan Competition	20%	Refer to the Syllabus (last page)
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.

Business Plan (Case) Competition

The Business Plan Competition (often referred to as the "Case Competition") aims to incorporate knowledge developed in the course and further develop students' interpersonal skills. Students will be working in self-selected groups to create a written business plan for a new venture aimed at a potential investor. The team will also create a video presenting the business plan. The business plan and the video presentation will be graded by the industry professionals and the professor. Based on the grading, six groups will have the opportunity to present virtually to industry professionals; the top 3 groups will be given cash prizes sponsored by CPA Ontario.

Forming Groups

You will be given the opportunity to form your OWN groups by the date specified on the course schedule. ALL group members MUST be from the same section. This is your first opportunity to network in this course. You may wish to choose group members who appear engaged in the course and are active contributors to class.

Do not contact the TA for assistance in finding a group. It is your responsibility to network with the class and seek a group. Once the deadline has been reached, all remaining students will be randomly assigned to groups that are not full by Rotman Commerce.

Teamwork mentors provided by the Centre for Professional Skills will meet with each group shortly after group formation to ensure the group has completed the team contract and set expectations for how the group will work together. Teamwork mentors are available throughout the term for help with navigating group challenges: it is recommended you reach out to your teamwork mentor if you encounter difficulties working together before taking further action. If you have any questions about contacting a teamwork mentor, you should reach out by email to

rotmancommerce.teamworkhelp@utoronto.ca. Watch for announcements on Quercus to learn how to book your appointment with the mentor.

Team or Group Assignments

The Business Plan project requires students to work in teams. 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.

Writing Assignments or Presentations

The Business Plan 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](#).

Professional Skills Modules

As part of this course, you will complete four asynchronous online modules that will help you succeed as a student in the RC program. These modules consist of the Academic Integrity Modules, or AIM, and the Teamwork Effectiveness Asynchronous Module, or TEAM. Each of the four modules will take you approximately an hour, and there is a short reflection at the end of the first three. The final module ends with a final quiz covering everything you learned in all four modules. Completion of these modules and the reflections, as well as the final quiz, is worth 5% total. These modules are administered by the RC Centre for Professional Skills. If you have any questions about the modules, you should reach out by email to rotmancommerce.cps@utoronto.ca.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. Active student participation in class is actively encouraged. When engaging in class, students should:

- Provide thoughtful responses
- Demonstrate understanding and analysis of the topic
- Generate ideas
- Encourage further discussion
- Listen actively and respectfully
- Be attentive

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).

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.

Online Quizzes (Wiley)
Quizzes will be assigned using the WileyPLUS platform and Quercus. The instructor will provide detailed requirements in class.

WileyPLUS is an online tool that comes packaged with all new course texts at the University of Toronto bookstore or can be purchased standalone at the bookstore cash desk. WileyPLUS

contains the full e-text so if you are comfortable studying off your computer or tablet you can save money by buying the standalone code.

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

Quizzes and Term Tests: Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: https://uoft.me/RSMConsideration
2. 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.

Approved accomodations will be reweighted as follows:
- Quiz 1 – Reweighed to Quiz 2
- Quiz 2 – Reweighed to Final Test
- Term Test – Reweighed to Final Test

Final Exams: If you miss the final exam in this course for a legitimate reason (illness, etc) you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written at a later date as established by the Faculty of Arts & Science. Instructions can be found here: https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition

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.

Plagiarism Detection

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

The use of generative artificial intelligence tools or apps for assignments in this course, including tools like ChatGPT and other AI writing or coding assistants, is prohibited. The knowing use of generative artificial intelligence tools, including ChatGPT and other AI writing and coding assistants, for the completion of, or to support the completion of, an examination, term test, assignment, or any other form of academic assessment, may be considered an academic offense in this course. Representing as one's own an idea, or expression of an idea, that was AI-generated may be considered an academic offense in this course. Students may not copy or paraphrase from any generative artificial intelligence applications, including ChatGPT and other AI writing and coding assistants, for the purpose of completing assignments in this course. The use of generative artificial intelligence tools and apps is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other AI writing and coding assistants. Use of generative AI in this course may be considered use of an unauthorized aid, which is a form of cheating.

This course policy is designed to promote your learning and intellectual development, helping you achieve the course learning outcomes while highlighting the significance of critical thinking and analytical skills necessary for success. Relying on AI can significantly hinder the development of these skills, impacting your performance not only in this and future courses but also in real-world situations.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectively, 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.

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

URL links for print

- 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/
- 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

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

Tentative Course Schedule (Subject to Change)

Session	Week of	Topic	Req'd Reading Chapter(s)	Optional Self Study in WileyPLUS	Due Online at 11:59pm
#1	02-Sep	*Introduction to Commerce & Canadian Business History*	1,2	**Adaptive Practice: Ch 1** **Adaptive Practice: Ch 2**	*Course Success Quiz 0 (on Quercus)*
#2	09-Sep	*Business, Society & Wealth Creation*	5, 6	**Adaptive Practice: Ch 5** **Adaptive Practice: Ch 6**	
#3	16-Sep	*Managing and Leading in Organizations*	7	**Adaptive Practice: Ch 7**	**Professional Skills Modules:** AIM 1 **Approx Time**: 1 hr **Due**: Sep 20
#4	23-Sep	*Strategic Human Resource Management*	8	**Adaptive Practice: Ch 8**	Quiz #1 (Wiley) Wednesday, Sept 25 45 minutes Business Plan Group Forming due on Sept 29
#5	30-Sep	*Environment, Social, Governance (ESG)*	4	**Adaptive Practice: Ch 4**	**Professional Skills Modules**: TEAM **Approx. Time**: 1hr **Due**: Oct 4
#6	07-Oct	*Canada in World Markets*	3, 17	**Adaptive Practice: Ch 3** **Adaptive Practice: Ch 17**	Draft Team Contract due on Oct 11
#7	14-Oct	*Strategy I*	3, 16, 18	**Adaptive Practice: Ch 3** **Adaptive Practice: Ch 16**	**Professional Skills Modules:** AIM 2 **Approx Time:** 1 hr **Due:** Oct 18 Final Team Contract due on Oct 20
#8	21-Oct	***Term Test - Monday Oct. 21st @ 8am-9am*** ***Testing Material from Sessions 1-5 (inclusive)*** ***NO CLASS THIS WEEK***			Business Plan Draft 1 AND Peer Eval. due on Oct 27
	28-Oct	***Reading Week - NO CLASS***			
#9	04-Nov	*Technology and Business Sustainability*	*On Quercus*		Business Plan AND Peer Eval. due on Nov. 7
#10	11-Nov	*Strategy Part II & Operations Management*	9, 10	**Adaptive Practice: Ch 9** **Adaptive Practice: Ch 10**	Quiz #2 (Wiley) Wednesday, Nov. 13 45 minutes (covers sessions 4-10 inclusive)
#11	18-Nov	*In-Class Business Plan Presentations (Semi-finals)*			**Professional Skills Modules:** AIM 3 **Approx Time:** 0.75 hr **Due:** Nov 22 **Professional Skills Modules**: Final Quiz **Approx Time**: .5 hr **Due**: Nov 22
#12	25-Nov	*Amazon Integrated Case Analysis Part II & Course Wrap-up*	16, 18	**Adaptive Practice: Ch 18**	
		Final Exam (Cumulative)		**ADAPTIVE PRACTICE FOR ALL CHAPTERS**	

Last Update – September 15, 2024

Note: The last day to drop this course without academic penalty is **Monday, November 4, 2024**