Rotman Commerce
UNIVERSITY OF TORONTO

Course Outline

Course Code	RSM 100 H1 S
Course Name	Introduction to Management
Term, Year	Winter, 2025
Course Meets	Tuesday 11:00 AM – 1:00 PM, NL6
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Office
Michael Khan	rsm100@utoronto.ca	416-978-7583	Refer to "Office Hours" for "Professor Michael Khan" under "Modules" on Quercus	RT503 Rotman Building (105 St. George Street) – Note: Office hours may be in a different room – check MS Bookings to Confirm location

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: Refer to "Office Hours" under "Modules" on Quercus

Note: Due to the number of students in this course, 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, Mission and Learning Outcomes

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.

Please note that the last day you can drop this course without academic penalty is March 10, 2025.

Course Exclusions
RSM100 Y1

Course Materials

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 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.

Deliverable	Percentage of Grade	Due Date
Class Contribution (Participation)	20%	Refer to the Syllabus
Contemporary Issues Digital Journal (CIDJ)	20%	Refer to the Syllabus
Term Test	20%	Refer to the Syllabus
Final Exam	40%	Refer to the Syllabus

Course 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 Assignment

The CIDJ Project requires students to work in teams of 5-6 students. The assignment requires you to relate the concepts from RSM100 to your understanding of real-world issues, along with the connections you see between these issues and the content that has been covered in class and the textbook. This assignment includes a report and video presentation component. 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.
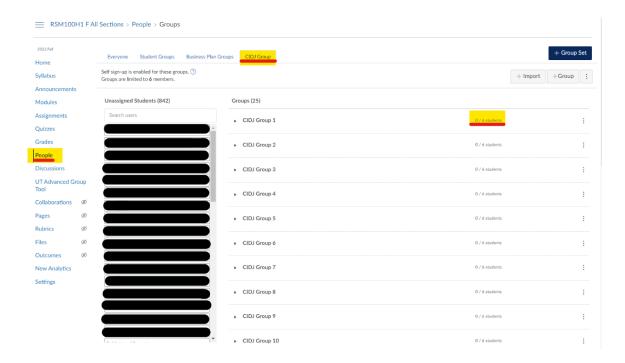
If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Joining a CIDJ Group on Quercus

Once you have your group members, you should go onto our course on Quercus and then follow the steps below (refer to the screenshot below):

1. Click on the "People" tab
2. Click on the "CIDJ Group" tab.
3. Make sure you join a group that's empty or that has your group members. Do NOT create your own groups. The maximum number of individuals in a group is 6 members and the minimum is 5.

Failure to join a group that meets these requirements, and the deadline (see page 8) may result in a penalty on the project and groups to be changed. Select your group members early to ensure you work with the teammates of your choice. We reserve the right to rearrange your groups as we see fit if they do not meet the above criteria.

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 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. i>clicker responses if applicable are not used to evaluate participation.

You are required to display your name card 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

4

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 the second part involves handing in your customized name card template tracking your participation on a class by class basis on the back, at the 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. 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.

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.

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.

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.

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
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.

Upon approval of accommodation from the Rotman Commerce Program Office, the weight of your midterm will be reweighed to your final.

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 after the scheduled test date. Further details regarding the scheduling of the tests can be found on the last page of the course syllabus.

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.
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.

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.

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.

Plagiarism Detection

Normally, students will be required to submit their course assignents 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 assignments 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.

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.

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.

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 classroom discussions <u>every class</u>.	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.

Note: while the grade is out of 10, the weight is as per the course outline above.

Weekly Schedule – Subject to Change

Session	Week of	Topic	Req'd Reading Chapter(s)	Optional Self Study in WileyPLUS	Deliverables
#1	07-Jan	Introduction to Commerce	1,2	Adaptive Practice: Ch 1 Adaptive Practice: Ch 2	
#2	14-Jan	Business, Society & Wealth Creation	5, 6	Adaptive Practice: Ch 5 Adaptive Practice: Ch 6	
#3	21-Jan	Managing and Leading in Organizations	7, 8	Adaptive Practice: Ch 7	
#4	28-Jan	Strategic Human Resource Management	7, 8	Adaptive Practice: Ch 8	
#5	04-Feb	Environment, Social, Governance (ESG)	4	Adaptive Practice: Ch 4	*CIDJ Team Selection Due: February 7*
#6	11-Feb	**Term Test - Tuesday, Feb. 11 Testing Material from Sessions 1-5 (inclusive) NO CLASS THIS WEEK**			*Tuesday, Feb. 11 - Details to be announced via Quercus*
	18-Feb	***Reading Week***			
#7	25-Feb	Canada in World Markets	3, 17	Adaptive Practice: Ch 3 Adaptive Practice: Ch 17	
#8	04-Mar	Strategy II & Operations Management	3, 16, 18	Adaptive Practice: Ch 3 Adaptive Practice: Ch 16	
#9	11-Mar	Strategy I	9, 10	Adaptive Practice: Ch 9 Adaptive Practice: Ch 10	
#10	18-Mar	Contemporary Issues: Government and Climate Change and its Impact on Business	On Quercus		*CIDJ Final Submission Due: March 23*
#11	25-Mar	Data Analytics			
#12	01-Apr	Amazon Case Analysis Part II and Course Wrap-up	16, 18	Adaptive Practice: Ch 18	*Participation Self-Assessment Due: Apr 1*
		Final Exam (Cumulative) - TBD by A & S		**ADAPTIVE PRACTICE FOR ALL CHAPTERS**	

Please note that the last day you can drop this course without academic penalty is March 10, 2025.

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

- 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/
- 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

Please note that the last day you can drop this course without academic penalty is March 10, 2025.