

Course Outline

RSM 100H1F

Introduction to Management

Fall 2026

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

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”.

Lead Instructor

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.

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. 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.

Learning Outcomes

By the end of this course, students will be able to:

- Explain the role of business in Canadian society.
- Describe the responsibilities and functions of managers and leaders in organizations.
- Identify and outline the major management disciplines, including strategy, marketing, human resources, operations, accounting, and finance.
- Apply business concepts and terminology to evaluate real-world organizational scenarios.
- Interpret business data and performance indicators to support decision-making.
- Compare and contrast different management approaches and assess their effects on organizational outcomes.
- Evaluate the ethical and social implications of business decisions within both Canadian and global contexts.
- Collaborate effectively in teams to plan a complex business project.
- Communicate an original business idea persuasively, both orally and in writing, to a hypothetical investor audience.
- Explore career pathways, identify personal strengths, and develop networking skills through reflection and practice.
- Access resources on academic integrity, study skills, and professional development to support success as a student in the RC program.

Course Prerequisites

This course has no prerequisites.

Course Exclusions

RSM100 Y1 / MGT100 H1

Course Materials

Required Readings

- **Digital Version:**
 - Boone, Contemporary Business 5th Canadian Edition WileyPLUS 1-semester access (includes the eTextbook)
 - ISBN: 9781394328529
 - Price: \$65.00

OR:

- **Print Version:**
 - Boone, Contemporary Business 5th Canadian Edition, Loose-leaf text with WileyPLUS 1-semester access
 - ISBN: 9781394328536
 - Price: \$163.95

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

Electronic Course Materials

This course will be using the following electronic course materials:

- Quercus
- WileyPLUS (included with the purchase of the required textbook, either digital or print)

The required reading materials cost **\$65.00 for the digital version**, which includes both **WileyPLUS access and the eTextbook**. Students who prefer a printed copy may choose the **optional loose-leaf version for \$163.95**, which also includes WileyPLUS access. Purchasing the printed version is not required. All materials comply with University of Toronto policies regarding course material fees.

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	Weight	Due Date
Quiz	5%	Refer to the Syllabus (last page)
Term Test	20%	Refer to the Syllabus (last page)
Final Exam	40%	To Be Announced
Professional Skills and Career Exploration (PACE) Modules	15%	Refer to the Syllabus (last page)
Business Plan Competition	20%	Refer to the Syllabus (last page)
Total	100%	

Course Format and Expectations

Since this course 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.
- Most students typically tend to underestimate — 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).

Business Plan 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 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 have less than 5 members.

Teamwork mentors provided by the RC 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.

Writing Assignments or Presentations

The Business Plan Competition 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. Coaches can also help you effectively work with generative AI in your work, where appropriate. 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 Business Plan Competition 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 or by emailing rotmancommerce.teamworkhelp@utoronto.ca. (For RSM100, email: rotmancommerce.cps@utoronto.ca). 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.

Professional Skills and Career Exploration Modules (PACE)

As part of this course, you will complete a sequence of online modules, experiential learning activities, and assessments that will help you succeed as a student in the RC program and as an emerging professional. There are five modules throughout the course and together are worth 15% of your final course grade. The modules align with the stages of the RSM100 Business Plan Competition to ensure you are supported every step of the way through this key deliverable.

Module 1 focuses on understanding University policies and expectations and how to avoid academic integrity violations, as well as introducing you to the RC resources available across all our student services units. Included in Part 1 is a detailed introduction to Career Services. You will also be expected to complete the CareerLeader® Assessment.

Module 2 introduces you to the basics of networking skills. As part of the course, you will attend an RC networking event and complete a reflection at the end of the course on your experience. Module 2 will help you prepare.

Module 3 will introduce you to the fundamentals of working effectively in teams and will lay the groundwork for effective collaboration in team-based assignments in this course and beyond. In this module you will also be introduced to the Teamwork Contract deliverable, which you will need to submit as part of your Business Plan deliverable.

Module 4 will help you prepare your Business Plan by helping you understand proper source attribution in academic and professional work, and introduce you to responsible and effective use of AI.

Module 5 is a brief module on exam preparation, studying, and how to avoid academic misconduct on exams. This module also contains the final assessment for the modules, which expects you to apply the knowledge you have learned in all five modules.

The modules are accessible via Quercus. A more detailed grade breakdown is embedded in Module 1.

These modules are developed and administered by the RC Centre for Professional Skills in collaboration with RC Career Services. If you have any questions about the modules, please contact rotmancommerce.cps@utoronto.ca.

Rotman Commerce Attendance Policy

Rotman Commerce students are expected to make every effort to attend each class. Infrequently, students may miss term work, e.g., quizzes, assignments, etc., due to unplanned and extenuating circumstances and must follow the Request for Special Consideration process as outlined in their course outlines. However, Rotman Commerce will not approve any Request for Special Consideration for participation marks for missed classes. Any such request will be denied.

Term Test

The Term Test will be held as per the course schedule. This test consists 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 the 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 Test 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 Term 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.

Missed Tests and Assignments

Quizzes and Term Tests: Students who miss a term test, quiz 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](#), [Verification of Illness Form](#) etc.

Please note: 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 accommodations will be reweighted as follows:

- Quiz – Reweighed to Term Test
- Term Test – Reweighed to Final Exam

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 conflict sitting may be held on the same day or on a 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 conflict sitting, 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 [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 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 (unless otherwise indicated). 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 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 questions 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 UMail+ email address. You are responsible for ensuring that your UMail+ 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.

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](#)
- [Where to find teaching assistant opportunities](#)

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>

TENTATIVE Weekly Schedule

Session	Week of	Topic	Chapters	Recommended Self Study - Online Adaptive Practice Chapters	Deliverables	Professional Skills and Career Exploration (PACE)
1	7-Sep	Introduction and Course Kickoff	1, 2	1, 2	Quiz 0: Course Success Quiz	
2	14-Sep	Foundations of Business	5, 6, Appendix E	5, 6		Module 1: Academic Integrity, Resources, Intro Careers (~2 hours) + Career Leader Assessment (~45 min) Due on Sept. 21 at 11:59pm
3	21-Sep	Managing a Business and Corporate Culture	7, 8	7, 8		Module 2: Networking (~1 hour) Due on Sep. 28 at 11:59pm CPA Networking Event Sept 22nd, Evening
4	28-Sep	The Ethical Mindset, ESG	4	4	Quiz 1 (Sessions 1-3) Tues. Sep. 29th, 5:20pm-5:50pm Business Plan Team Formation Due Oct. 2 Online	Module 3: Teamwork (~1hr) Due on Oct. 5 at 11:59pm Teamwork Mentor Meetings begin *Career Leader Debriefs start in FLC.
5	5-Oct	Strategy and Operations	9	9		Teamwork Mentor Meetings cont.
6	12-Oct	Financing Your Business	18	18	Team Contract DRAFT Due Oct. 16 Online Midterm Test (Sessions 1-5) Thurs. Oct. 15th, 5:30PM-6:30pm	Teamwork Mentor Meetings cont.
7	19-Oct	MIDTERM/BUSINESS PLAN STUDY WEEK/ NO CLASS			Team Contract (FINAL) Due Oct 23 Online	
	26-Oct	READING WEEK - NO CLASS				FLC Networking Event (Date TBD)
8	2-Nov	Business & Communications	Per CPS		Draft Business Plan Due Nov. 2nd Online	Module 4: Communication, Sources, and AI (~1hr) Due on Nov. 9 at 11:59pm
9	9-Nov	International Business	3	3	Business Plan FINAL Due Nov 12. Online	
10	16-Nov	Contemporary Issues: Business Sustainability & Career Exploration	11	11		Module 5: Exam preparation & Final Assessment (~1hr) Due on Nov 23 at 11:59pm Networking Event Reflection Due Nov 23 at 11:59pm
11	23-Nov	Business Plan Semi Finals			Semi-final Presentations (Semi-finalists only)	
12	30-Nov	Your Journey Forward	16 Appendix F	16		Additional Resources (optional): CV/Cover Letter Module

Key	
Blue	Assignment, assessment or deliverable
Orange	Networking event/opportunity
Purple	Business Plan Requirement

Please note that the last day you can drop this course without academic penalty is November 17, 2026

Last Update: August 31, 2026