



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

**RSM 405H1F**

**Applied Management: A CEO's Toolkit**

**Fall 2020**

**Tue 1:10-2:50 @ RT L1025 (South Basement of MBA Building) and Livestream**

**Instructors:** David Scrymgeour, Adjunct Professor and Executive in Residence  
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Trevor Langdon - [tlangdon@greenstandardsltd.com](mailto:tlangdon@greenstandardsltd.com)

**Office Hours:** 1) Mon 10:30 -11:30 online  
2) By Individual or Group request/appointment online  
3) Tue 10:30 – 12:00 (if/when permitted) in RT8068

### Course Scope and Mission

A highly practical course designed for prospective Executives and the Professionals who will work with them. The course develops simple, powerful tools and strategies required to build, manage, change, fix and evolve successful organizations. Lectures and case analysis integrate core management concepts from previous courses.

### Course Prerequisite

RSM 222H1

*If you drop RSM 332H1 during the academic term, you must also drop this course.  
Contact Rotman Commerce Academic Services for academic advising if needed.*

### Course Co-requisite

RSM 332H1

### Electronic Course Materials

The Case Package is at the Harvard Business School website: <https://hbsp.harvard.edu/import/730175>  
*These materials will cost a total of \$US 25.50. 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 performance of a student in individual courses. Each student shall be judged based on how well he or she has command of the course materials.

### Work

15% Participation (Livestream and/or Discussion Board)  
25% Best 5 of 6 One Page Case Summaries  
25% Mid-Term Video Case Analysis  
35% Final Video Case Analysis

### Due Date

Ongoing  
Ongoing  
Oct 29  
Dec 8

## Weekly Schedule

Session	Date	Topic	Cases
1 D / C	Sept 15	Course Overview	
2 D	Sept 22	Sales Pillar – 7 Strategy Steps	Case: Sofame Technologies
3 D	Sept 29	Financial Pillar – Equation & Cashflow	Case: Jones Electric
4 D / C	Oct 6	Operations Pillar – People, Process & Culture  Caitlin Da Silva – Managing Time & Meetings	Case: Dabbawala
5 C	Oct 13	Caitlin Da Silva – Managing Trade-offs  Caitlin Da Silva – Managing Social Media & Marketing	Case: Trader Joe's
6 D / C	Oct 20	Review 1 <sup>st</sup> half of Course  Mid Term Test Prep	
7	Oct 27	Mid Term Test - Video Case Analysis NO CLASS THIS WEEK	
8 T	Nov 3	Trevor Langdon – Lessons Learned at Green Standards Ltd	
9 T	Nov 17	Trevor Langdon – Managing Sales, Systems & Teams	Case: Battlefield Furniture
10 D	Nov 24	Managing Change	Case: Kauflauf
11 D / C	Dec 1	Review of Course  Final Test Prep	
12	Dec 8	Final Test - Video Case Analysis NO CLASS THIS WEEK	

**Please note that the last day you can drop this course without academic penalty is November 9, 2020.**

## **COURSE FORMAT AND EXPECTATIONS**

### **Required Technology**

For Fall-Winter 2020-21, this course may be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. For further details, please visit this link: [Recommended Technology Requirements for Remote/Online Learning](#)

### **Turnitin.com:**

Normally students will be required to submit their course essays to [Turnitin.com](#) 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 Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com website.

### **Credit/No-Credit Option in Rotman Commerce**

You may request to Credit/No-Credit (CR/NCR) an RSM course in the following cases only:

- The course will not be used for any specialist or focus, including the 8.0 RSM FCE requirement.
- The course does not have a group work component.

If you wish to request CR/NCR for an RSM course, you must contact a Rotman Commerce academic advisor by the drop deadline for the current term. **The deadline for this term is November 9, 2020.** Final approval is on a case-by-case basis with the permission of the Director, Rotman Commerce.

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation this may include either your Self-Declaration of Absence on ACORN, or [Verification of Student Illness or Injury form](#) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable.

As all assignments and tests are based on cases distributed in advance, a new due date will be set based on the above, or if the material has been taken up in class a new case will be used. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

**Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. After-the-fact reports are not sufficient.**

### **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.

## Academic Integrity

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

## Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

[accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>.

## Volunteer Notetaking

If you're interested in helping to make our classroom more accessible, volunteer to be a notetaker!

Accessibility Services needs dependable volunteer notetakers to assist students living with a disability to achieve academic success. All you have to do is attend classes regularly and submit your notes consistently.

1. Register online as a Volunteer Note-Taker at:

<https://clockwork.studentlife.utoronto.ca/custom/misc/home.aspx>

2. Follow the link that says "Volunteer Notetakers"

3. Select your course and upload a sample of your notes

4. Once you have been selected as a notetaker, you'll get an email notifying you to upload your Notes.

If you have any questions or require assistance, please email [as.notetaking@utoronto.ca](mailto:as.notetaking@utoronto.ca) or call 416-978-6186.

Volunteers may receive co-curricular credit or a certificate of appreciation.

### **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.

### **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](http://help.ic.utoronto.ca/category/3/utmail.html).

*Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk 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](http://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.

### **Notice of video recording and sharing (Download and re-use prohibited)**

This course, including your participation, will be recorded on video and will be available to students in the course for viewing remotely and after each session.

Course videos and materials belong to your instructor, the University, and/or other sources depending on the specific facts of each situation, and are protected by copyright. Do not download, copy, or share any course or student materials or videos without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear please contact your instructor.