



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM100H1S (L2000)

Introduction to Management

Summer 2018

Course Meets: Monday & Wednesday 2-4pm, Room: WO 30

Instructor: Jan Klakurka
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Phone: 289-644-4199 (Voip)
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Office Hours: by appointment
Teaching Assistant: TBA

Course Scope and Mission

The mission of the Introduction to Management course is to expose beginning Rotman Commerce students to Canadian business and to provide students with a context in which they can pursue their education in the field of commerce. 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). Class sessions will consist of lectures, case studies, and/or facilitated exercises to build required competencies such as functional knowledge, business writing effectiveness, team membership, and presentation skills.

Course Exclusions

MGT100H1, RSM 100Y1

Required Readings

Contemporary Business (2nd Canadian Edition) Louis Boone, David Kurtz, Michael Khan, Brahm Canzer, John Wiley & Sons, 2016, ISBN: 978-1-119-24038-9

We will be making extensive use of the text and its accompanying online supplementary material.

There will also be required readings posted on the course site and sometimes distributed in class. These readings are on contemporary issues on the topics we will discuss in

class. These readings and discussion in class are possible topics for examination in the case and written essay questions of the mid-term and final exam.

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 he or she has command of the course materials.

		<u>Date</u>
Midterm Exam	35%	July 25 th , 2018 (In Class)
Online Quizzes (Best 2 of 3 x 5%)	10%	July 16 th , 23 rd , and August 14 th , 2018
Written Case Study	10%	July 30 th , 2018
Research Requirement	2%	Twice/Term: (2) by August 14 th , 2018
Final Exam	43%	Final exam period August 16th-17th, 2018

Grade review: The instructors do not discuss grades without a substantive reason. Substantive reasons include errors made during grading. If you would like a re-evaluation of your grade in any component of the course, you should follow the proscribed procedures as set out in the document [Student Guidelines for Requesting Grade Reviews](https://portal.rotmancommerce.utoronto.ca/myAccount/academics/information/Guidelines_for_Grade_Reviews.htm) available on the Rotman Commerce portal (https://portal.rotmancommerce.utoronto.ca/myAccount/academics/information/Guidelines_for_Grade_Reviews.htm).

The instructors are responsible for your grade in RSM100 but not responsible for any administrative decisions (e.g. admission to Rotman Commerce) that may make use of your grade in RSM100. If you believe that your grade requires review, please follow the procedure above.

REQUIREMENTS AND CRITERIA

Online Quizzes

Regular quizzes will be assigned by the instructors, using BlackBoard. The instructors will provide detailed requirements in class. All quizzes are to be completed individually. Quizzes will be timed and students will receive a total of 2 hours to complete the quizzes during the time period in which the quizzes are open. Quizzes will be provided a minimum of 5 days prior to the due date.

Quizzes will be due at 11:59pm as per the dates on course schedule on the last page of this outline. Your lowest (or missing quiz) will be dropped (with no medical/official documentation required) to account for illness, personal or technology related issues. Due to the amount of time you have to complete quizzes and that your lowest/missing quiz will be dropped, no other concession will be given for missed/late quizzes. Be sure to submit your quiz well in advance to avoid last minute technical/internet/personal related issues. Quizzes may test any content from before and/or content from the upcoming lecture. 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.

Available in WileyPLUS is ORION, a self-study tool that can help identify what areas you'll need to focus on as you develop through the course. We highly recommend you make use of the diagnostic tools, especially when preparing for midterms and exams.

If you need any technical support, contact www.wileyplus.com/support. Do not contact the course instructor or TAs for WileyPLUS related technical questions.

Mid-Term and Final Examination

Both mid-term and final examinations will include both short answer and/or multiple choice questions that test your knowledge of the material that is discussed in class sessions. Both mid-term and final exam will also include written components comprising analytical/interpretive questions and/or a short case study. These will require written answers. All written answers and cases will be based on the topics in the course and discussed in class.

Please note that the final examination has been requested to be scheduled on August 16th or 17th. The exact date and time will be provided by Arts and Sciences in mid-July.

Thus, it is emphasized that students must attend all lectures.

The final exam will not include content covered on the midterm exam; ie. the final exam is not cumulative. The final exam tests only content from the second half of the course.

The midterm is scheduled for late July 25th, 2018 during class time and in our classroom. Any adjustments to the test timing/location would be announced in class and posted on the course site. The final exam date will not be known until the final exam schedule is released by the Faculty of Arts and Science (see above). *Do not book any travel before August 18th, 2018.*

Written Case Study

Communication skills are an important component of every successful career in management. Developing these skills will add to the value of your experience and to the value you will provide to society as a leader in business. During the winter term, you will practice your written communication skills as you thoroughly prepare and complete your case analyses each week. You are responsible to provide a 3-page professional case write-up, due July 30th, 2018. The case will be provided by July 20th, 2018 by Professor Klakurka.

Writing Component of Mid-Term and Final Examinations

Communication skills are an important component of every successful career in management, adding to the value of your experience here in Rotman Commerce and to the value you will provide to society as a leader in business. During the final examination, you will be required to answer a mini-case question(s) that is designed to assess your writing skills. Communications will be an on-going theme throughout the lectures and the focus of a single session (see schedule below) on Business Communications. Samples of effective communication will be provided in class sessions and posted on the portal. The mid-term and final examination

minimum value for the written analysis question and case writing components is fifty percent (50%) of the exam mark.

Additional writing assistance can be obtained through the University of Toronto's individual Colleges. The Colleges' writing centres maintain some access in the summer. Their teaching approach is described at <http://www.writing.utoronto.ca/writing-centres/learning>. Students may make appointments online directly with the College to which they are affiliated through the link on that page: <https://awc2.wdw.utoronto.ca/awc-login/>.

Research Requirement

Marketing and Organizational Behaviour researchers develop hypotheses and run experimental studies to test these hypotheses against actual behaviour. The research requirement in this course is intended to supplement the material on marketing and organizational behaviour by giving you more direct exposure to research in marketing and organizational behaviour. Once you complete this research requirement, you will be given **2** points toward your grade in this course. In order that you might better understand the research process, you may fulfill this requirement by:

1. participation in one research study (one per semester) **OR**
2. writing one short paper (one per semester). Each paper should provide an analysis of an article that reports empirical research.

Participation. To participate in a research study, sign-up for an account online at <http://rotman-credit.sona-systems.com>. When you request an account, make sure you fill out all of the information accurately, including selecting the correct course and section, to ensure that you receive credit. Once you have an account, you may read over the descriptions of research studies that are posted online. When you identify a study in which you would like to participate, you may view available timeslots for that study and sign-up online to participate. Participation in the actual research study (if it is worth 1 full credit) will take between 45 and 60 minutes. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit for completing one study. You will need to complete one study to fulfill your research participation requirement in this course as this is a half-year course, **OR**

Analysis of Article. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. If you are interested in marketing studies, you may use the *Journal of Consumer Research*, the *Journal of Marketing*, or *Marketing Science*. If you are interested in management studies, you may use the *Academy of Management Journal*, *Journal of Accounting Research*, *Journal of Applied Psychology*, *Journal of Consumer Research*, *Journal of Marketing Research*, *Management Science*, *Organizational Behavioural and Human Decision Processes*, *Strategic Organization*, or *Personnel Psychology*. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing or organizational behaviour community; 3) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, 4) the key results, 5) strengths and weaknesses of the study, and 6) the usefulness of the results to marketers or organizational behaviour practitioners. The analysis will be graded on a pass/fail basis. You will need to write one analysis to fulfill your research participation requirement in this course. Because this is a half-year course, you should complete one analysis during the winter semester. Early in the semester (through mid-July). Professor Klakurka will assist students who choose the Analysis of Articles option in selecting the articles for research and in setting out a

research agenda. Professor Klakurka must approve all selected topics/articles before that research begins.

If you have any questions about participating in research studies or would like to analyze research articles to fulfill your research requirement, please contact Autumn Bynum (416-946-5072. (autumn.bynum@rotman.utoronto.ca)).

POLICIES AND PROCEDURES

Missed Tests, Quizzes and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

If a student is excusably absent from the midterm exam and has informed the Rotman Commerce office as per the paragraph above, a make-up mid-term exam will be offered to the student to be completed at a suitable date and time agreed by the instructor and pursuant to space availability.

If a student is excusably absent from a make-up mid-term examination, as described in the paragraph above, that student's final exam will be re-weighted. In such circumstance, the instructors and/or College Registrar will advise the student of appropriate strategies for handling such a heavily-weighted exam prior to the exam period.

If a student is excusably absent from the final exam, a make-up test will be completed at a date and time set by the Faculty of Arts and Sciences.

Course Work & Academic Honesty

Submission of Assignments - Late submission of, or participation in, any research requirement assignment may be considered; however, a resolution may be determined at the instructor's discretion and will include an academic penalty of 2%/day (beyond Due Date) off the grade otherwise obtained. No extensions will be offered for research participation incomplete by 5pm on August 14th, 2018. 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.

Attendance in Class

Physical presence in class and active engagement in daily discussions is expected of all students. Material presented in class may be testable as part of the evaluations noted above. Absentee students are at a distinct disadvantage. Based on prior delivery of the summer edition of this course, there is a strong positive correlation between in-class attendance/participation and ultimate success in the course, and by corollary therefore entrance into the Rotman Commerce program.

Standard of Conduct in this Course

Since this course is ultimately part of, and prerequisite to, a degree designed to give you a broad understanding of the world of business, 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 Rotman School of Management.

In return we expect that you will conduct yourself in a way that prepares you for the world of work.

- 1 We start on time, so please do not arrive late and disrupt others.
- 2 Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- 3 Turn off your cell phone, pager, and watch alarm.
- 4 Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- 5 During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also to that of others.

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 or <http://www.accessibility.utoronto.ca/>.

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(s).
- 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 not is 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 UofT 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 the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo 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.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at <http://www.portalinfo.utoronto.ca/content/information-students> and review the Frequently Asked Questions.

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 instructors' explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructors (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

RSM100H1S (L2001) Tentative Course Schedule

Each class we will analyze one short case to complement the textbook and lecture materials discussed. Students should read, think about, and analyze (based on upcoming lecture's textbook reading and knowledge accumulated so far during the previous classes) all cases in advance of coming to class as we will only have time to discuss the case analyses (not read cases) during class.

N.B. All Cases during the S ("Winter") Term will be assigned per the schedule below and/or via BlackBoard. Each case will be found in either the textbook appendix (2nd Ed.) or Ivey case package (see Appendix A for ordering instructions). Additionally, we may utilize cases on an ad hoc basis at <http://businesscasestudies.co.uk/case-studies/by-topic/#axzz4NZJYJHz> . An introduction to Learning with Cases will be provided July 4th, 2018 and starter reference materials will be posted on BlackBoard for your assistance.

Session	Topic	Readings
1 Wed Jul 4	<i>Introduction to Commerce & Case Study Analysis</i>	Chapter 1 Case: Vancity – On Top of its Game (Text – Appx A: pp 497-499)
2 Mon Jul 9	<i>Ethical Business & Corporate Social Responsibility</i>	Chapter 2 Case: Patagonia: Leading a Green Revolution (Text – Appx A: pp 499-502)
3 Wed Jul 11	<i>The Economic Environment of Business</i>	Chapters 3, 16 Case: Canarm (Text – Appx A)
4 Mon Jul 16	<i>Canadian Business in World Markets</i>	Chapter 4 Case: G Adventures (Text – Appx A) QUIZ #1
5 Wed Jul 18	<i>Business Organization and Entrepreneurship</i>	Chapters 5, 6 Case: Sombrero: Proposed Fruit Juice Outlet (Ivey, 8B09B01)
6 Mon Jul 23	<i>Teamwork & Business Communication</i>	Chapter 9 Case: G Adventures (Text – Appx A) QUIZ #2
7 Wed Jul 25	<i>Mid-Term Exam (In Class)</i>	All Chapters For Sessions 1-6
8 Mon Jul 30	<i>Human Resources & Labour Relations</i>	Chapter 8 Case: The Ottawa Hospital (Text – Appx A)

		CASE STUDY DUE
9 Wed Aug 1	<i>Business Strategy and Leadership</i>	Chapter 7 Case: Zara (Text – Appx A)
10 Wed Aug 8	<i>Operations</i>	Chapter 10 Case: Thicketwood (Ivey, 9B03D009)
11 Mon Aug 13	<i>Accounting & Finance</i>	Chapter 15-16 Case: Darlarna Furniture (Ivey, 9B10B002)
12 Tues Aug 14	<i>Marketing</i>	Chapters 11-13 Case: Sun Opta (Text – Appx A) QUIZ #3
August 16-17 per Exam Schedule	<i>Final Exam</i>	NB: Will be in 1 st 2 days of Exam Period

Your Lecturer

Jan Klakurka is Director and tenure-track Assistant Professor in Management and Organizational Studies at Huron University College, Western University and long-standing Instructor within the strategy department at the Rotman School of Management, University of Toronto. Jan's professional designations include: C. Dir., CPA, CA, APF and CMC, the latter where Jan was past Canadian Association of Management Consultant's Gold Medalist for Canada. He is a graduate of University of Toronto (B.Comm), the Richard Ivey School of Business (MBA), and Director's College, McMaster University. Jan's professional background spans nineteen years in industry and professional services, and six more in academia. Prior to the Academy, Jan was Director, Corporate Planning & Business Development, leading and delivering strategy for a mid-tier firm. He has led finance as corporate controller and streamlined operations as Director, Process Improvement, advised C-suite leaders a senior strategy consulting manager, and worked in Canadian treasury operations. With experience across multiple industries, Jan has served organizations across private and public sectors and now teaches senior year courses in strategy, international business, advanced taxation, among others. Jan's research is directed toward the intersection of strategic planning, lucid foresight and governance, with recent keynotes covering consulting academics and conference presentations in global management. As such, Jan is a designated (APF) member of the Association of Professional Futurists.

Jan has taught *Strategic Management* at University of Toronto since 2005 (UTM: 2005-2009, Rotman: 2012-2018), Huron (2014-2018), and Laurier (2013-2015). Jan's other core teaching

courses are *International Business* (2012-2018, including MBA in 2014) and *Management Consulting* at Rotman School of Management (2011-2019) He also regularly teaches *Introduction to Management* at Rotman Commerce (2011-2018). In 2014, he began teaching a Summer Abroad course for Rotman/UofT at Masaryk University In Brno, Czech Republic called *Strategy in the European Context* that is going into its six year. He has also taught the general management Ivey LEADER (Leading Education in Emerging Regions) program in Dnepropetrovsk, Ukraine and Minsk, Belarus, has spoken on strategic foresight at University of Toronto, leadership, consulting, and finance at Brock University and the Ivey Business School, taught on the topic of wines at the Independent Wine Education Guild, and has developed and delivered training programs to Deloitte Consulting staff on a range of topics.

A graduate of UTM's Commerce program, Jan went on to complete several designations – CPA, CA, C.Dir., APF and CMC, the latter where he was Gold Medalist for the Canadian Association of Management Consultants (2003). His favourite business book is still Competing for the Future, by Hamel and Prahalad, and he enjoys skiing, golf, scuba-diving, white-water kayaking, and strategic investments. His greatest project is having fun with his two daughters who are twelve and ten years-old. In 2006, he was awarded the AIWS designation, joining 3,500 others worldwide that have completed the Diploma in Wines & Spirits (Dipl.WSET) from the Wine & Spirit Education Trust based in London (U.K.) and is currently on the long road in pursuit of the Master of Wine designation. In 2014, Jan received his Chartered Director's designation offered by the Director's College, Degroote School of Business, McMaster University. Jan serves as Board member and CFO of Corporations for Community Connections, a private foundation of Siemens, and on the finance committee of the Mansfield Ski Club.

APPENDIX A: Instructions for Accessing Course Material for Introduction to Management (RSM100H1S SECTION L2001 Summer 2018)

Greetings,

This message explains how to purchase materials needed for your course.

Course: Introduction to Management

Professor(s): Jan Klakurka

Starting: Jun 18, 2018

Ending: Aug 31, 2018

1. Go to the Ivey Publishing website at www.iveycases.com
2. [Log in](#) to your existing account or click "[Register](#)" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser: <https://www.iveycases.com/CoursepackView.aspx?id=19422>
4. Click "Add to Cart".
5. You may choose to order in either **print** or **digital** format.
 - o To order the material in digital format, check "digital download" and click "OK".
 - o To order a printed copy for delivery, enter the print quantity required and click "OK".Please note that shipping charges will apply.
6. Go to the Shopping Cart (located at the top of the page), click "Checkout", and complete the checkout process.
7. When payment has been processed successfully, an Order Confirmation will be emailed to you immediately and you will see the Order Confirmation screen.
 - o If you ordered digital copies: Click "Download your Digital Items" or go to "My Orders" to access the file.

- If you ordered printed copies: Your order will be printed and shipped within 2 to 3 business days.

IMPORTANT: Access to downloadable files will expire 30 days from the order date, so be sure to save a copy on your computer. The downloadable file is a PDF document that can be opened using Adobe Reader.

This material is for your personal use only and is not to be shared or distributed in any form.

Questions? Contact Ivey Publishing during business hours.

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Business Hours:
Monday to Thursday: 8:00am-4:30pm (ET)
Friday: 8:00am-4:00pm (ET)