



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM100H1S – Introduction to Management

Winter 2019

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Instructor: Michael Khan, RT503 Rotman Building (105 St. George Street)  
Email: Please email via Canvas to avoid spam filters  
Phone: 416-978-7583  
Office Hours: Refer to “Contact” information on Canvas

TA Name: Sadaf Sheikh  
Email: sadafs.sheikh@utoronto.ca  
***(Please include “RSM100” in the subject line)***

TA Office Hours: Refer to Quercus  
Location: Refer to Quercus

**Note:** due to the number of students in this course, the TA should be your first point of contact for academic matters. TA office hours and location will be posted on the course site (Portal).

### **Lecture time and location:**

Section	Day	Time	Room Number
L0101	Wed	2pm-4pm	SS 1073

Please consult U of T maps online for room address.

### **Course Scope and Mission**

This course is designed to introduce you to the principal functional disciplines of management. It will develop your understanding of what organizations do, and how they are managed across a broad range of functions. The course provides a landscape view of the academic field of commerce, consisting of: 1. an introduction to the role of business in Canadian society; 2. an introduction to the role and tasks of managers and leaders in business; and, 3. an introduction to the management disciplines (strategy, marketing, human resources, operations, accounting, and finance).

The mission of the course is to expose beginning students to Canadian business and to provide students with a context in which they can pursue their education in the field of commerce. Class sessions will consist of lectures, case studies, and/or exercises.

### **Course Exclusions**

MGT 100H1, RSM 100Y1

### **Required Course Materials**

**Contemporary Business (2<sup>nd</sup> Canadian Edition)** Boone, Kurtz, Khan & Canzer packaged with Top Hat & Wiley Plus access codes from the bookstore. Bookstore SKU: 14166761

### **GRADE DETERMINATION**

Midterm Test	15%
Final Exam	44%
Research Requirement	1%
Online quizzes	5%
Contemporary Issues Digital Journal	25%
Class Contribution (Participation)	10%
<b>Total</b>	<b>100%</b>

### **REQUIREMENTS AND CRITERIA**

#### **Online Quizzes**

Regular quizzes will be assigned by the instructors, using the WileyPLUS platform. The instructors will provide detailed requirements in class. All quizzes are to be completed individually.

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](http://www.wileyplus.com/support). Do not contact the course instructor or TAs for WileyPLUS related technical questions.

## Class Contribution & Professional Behaviour

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.

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 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 BlackBoard 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 (if applicable). 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.

### **Contemporary Issues Digital Journal**

For this project you will select your own group members and each group should have a maximum of 4-5 people. Your group will examine recent real-world examples that are related to your coursework. Further details will be provided in detailed instructions.

### **Midterm Test and Final Examination**

A midterm test will be held as per the course schedule. The final exam will be scheduled during the exam period. The midterm test and final exam will consist of a series of multiple choice and/or short answer questions that test your knowledge of the material that is discussed in class sessions and that is found in the textbook. In class, we will complement the material in the textbook with examples and case studies. We assume that you have read and are familiar with the assigned readings prior to class as we will not cover all the material in the textbook, though you are responsible for all of it.

If you are unable to write the midterm due to illness or domestic tragedy, appropriate documentation must be provided to Rotman Commerce Academic services for their approval.

The midterm and the final examination will test text 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. The exam date will not be known until the applicable exam schedule is released by the Faculty of Arts and Science. ***Do not book any travel before receiving the exam schedule.***

### **Aids Allowed**

No study aids are allowed. You may use a non-programmable hand-held calculator.

### **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 **1** point toward your grade in this course.

You may fulfill the 1-credit-hour research participation requirement by:

1. Participation in one hour (credit) of research studies, **or**
2. Analysis of one article that report research studies, **or**

Note, this is not an extra credit assignment: credit-hours of participation translate into real point (percentage) values, as determined by the professor whose course you are enrolled in (check your syllabus). You will receive one credit-hour, towards your course requirement, for each one-hour of research study participation you complete: each credit-hour may be comprised of participation in two 0.5 credit-hour studies; a single 1-credit-hour study; or, an article analysis.

Please, add both the Sona Admin, [rotman-admin@sona-systems.net](mailto:rotman-admin@sona-systems.net), and Behavioural Research Lab (Team BRL), [Behavioural.Lab@rotman.utoronto.ca](mailto:Behavioural.Lab@rotman.utoronto.ca), email addresses, to the contact list of the email account linked to your Sona account (new users, see below). Further details for registering an account are posted on Quercus.

### **Top Hat software**

We will be using the Top Hat ([www.tophat.com](http://www.tophat.com)) classroom response system in class. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message.

You can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>) within the Top Hat Success Center which outlines how you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system.

**You can register by simply visiting our course website:** <https://app.tophat.com/e/197130>

Note: our Course Join Code is 197130. Signing up with the above link will activate a \$2 discount per subscription.

Should you require assistance with Top Hat at any time, due to the fact that they require specific user information to troubleshoot these issues, please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in app support button, or by calling 1-888-663-5491.

You must register before the start of week 2 of the course.

Many other University of Toronto courses require Top Hat (including RSM230 – “Financial Markets” in the winter of 2019). Your license is valid for these courses as well. Please ensure your subscription extends far enough to cover all courses that may use Top Hat.

### **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.

This course is team taught by various industry specialists to enhance the learning experience where appropriate.

## **POLICY AND PROCEDURE**

### **Missed Assignments/Midterms**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

**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 later report of illness made by the student to a physician.**

*Students who follow the above procedures will have the weight of their midterm exam transferred to their final exam (and their final exam will be worth the weight of the midterm + final exam combined).*

### **Submission of 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.

### **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.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.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

### **Email**

At times, the course instructor may decide to communicate important course information by email. As such, all 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 mail.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.

### **Quercus and the Course Page**

The online course page for this course is accessed through Quercus. 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 instructor's 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, Quercus materials, etc.

If permission 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 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.

### **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.

### **CONDUCT OF CLASSES AND EXPECTATIONS**

Since RSM100 is a preparatory class on management and organizations, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to provide accurate information, quality materials, and good service consistent with our obligations to maintain the high academic standards of the University of Toronto.

We expect that you will conduct yourself in a way that prepares you for the working world:

- We start on time, so please do not arrive late and disrupt others. Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- Please, always turn off your cell phone, pager, and watch alarms.
- Please do not use computers in class for purposes EXCEPT taking notes on the lecture. Using your laptop to message on Facebook, play Solitaire, or otherwise surf the web are unacceptable in-class activities, and will be treated as disruptive behaviour if detected.



- Please do not eat in class; (drinking water or coffee are acceptable exceptions to this rule, but please remove your trash when you're finished.)
- During the class, respect the learning opportunities of others. **DO NOT CHAT WITH YOUR NEIGHBOUR WHILE THE INSTRUCTOR IS LECTURING.** If you do so, you may be asked to leave the lecture hall.
- Keep up to date. 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.

Finally, welcome to the course! We sincerely hope that you succeed in, benefit from, and enjoy this course!

## Appendix A – Participation Evaluation Rubric

Grade (out of 10)	9-10	7-8	5-6	3-4	< 3
<b>Participatory Contribution</b>					
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).	Plays an active role in discussions (ongoing).	Participates constructively in discussions (ongoing).	When/where prepared, participates constructively in discussions.	Never participates.
<b>Intellectual Contribution</b>					
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.
<b>Contribution to Learning Community</b>					
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

## Appendix B – Tentative Course Schedule

<b>Session</b>	<b>Date</b>	<b>Topic</b>	<b>Readings (Chapter)</b>	<b>Due Online at 11:59pm</b>
#1	09-Jan	<i>Introduction to Commerce &amp; Canadian Business History</i>	1, 3	
#2	16-Jan	<i>Business, Society &amp; Wealth Creation</i>	5, 6	
#3	23-Jan	<i>Managing and Leading in Organizations</i>	7	Quiz 1 (Chaps 1, 3, 5, 6) Due Jan 20th
#4	30-Jan	<i>Strategic Human Resource Management</i>	8	
#5	06-Feb	<i>Corporate Social Responsibility</i>	2	Quiz 2 (Chaps 2, 7, 8) Due Feb 3rd
#6	13-Feb	<b>Midterm Examination – In Class Testing Material from Sessions 1-5 (inclusive)</b>		
	20-Feb	<b>Reading Week – No Class</b>		
#7	27-Feb	<i>Business Strategy and Accounting</i>	4, 15, 17	
#8	06-Mar	<i>Canada in World Markets</i>	4,16	
#9	13-Mar	<i>Operations Management, Teamwork &amp; Strategy Part II</i>	9, 10	
#10	20-Mar	<i>Climate Change and its Impact on Business</i>	On Quercus	Quiz 3 (Chaps 4, 9, 10, 15, 16, 17) Due Mar 17th
#11	27-Mar	<i>Business &amp; Government and Walmart Part I</i>		
#12	03-Apr	<i>Walmart Integrated Case Analysis Part II and Course Wrap-up</i>	15, 17	
As per exam schedule		<b>April Final Exam (Cumulative)</b>		