



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM100Y1 - Introduction to Management

Fall and Winter 2012-2013, Course Meets: Mondays 5pm-7pm, Convocation Hall

Instructor: Michael Khan, RT503 Rotman Building (105 St. George Street)
 E-Mail: Please email via BlackBoard to avoid spam filters
 Phone: 416-978-7583
 Office Hours: Mondays 3pm-4pm (on class days) and by appointment

Teaching Assistant: Sadaf Sheikh
 E-Mail: sadafs.sheikh@utoronto.ca
 Office Hours: Thursdays 1:30-3:30pm, RT548 Rotman Building (105 St. George Street)

Writing Instructors: Rebecca Vogan (rmvogan@yahoo.ca)
 Kathy Voltan (kathy.voltan@utoronto.ca)

Note: due to the volume of students in this course, it is requested that the TA be your first point of contact for emails.

Tutorial times and location

T0101	M	10-2	OI 4414 (F); OI 5250 (S)
T0201	M	12-2	SS 1088
T0301	M	2-4	SS 1088
T0401	T	10-2	GB 404 (F); BL114 (S)
T0501	T	12-2	SS 1083
T0601	T	2-4	SS 1088
T0701	T	4-6	SS 2105
T0801	W	4-6	SS 1086
T0901	R	10-2	SS 2106
T1001	R	12-2	SS 1086
T1101	R	2-4	SS 1072
T1201	R	4-6	SS 2105
T1301	F	10-12	SS2106
T1501	F	2-4	SS 1084
T1601	F	4-6	SS 1084
T1701	W	2-4	LA 211 (F); VC 215 (S)
T5201	M	7-9	SS 1084
T5301	T	6-8	SK 548
T5401	R	6-8	SS 1072

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 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. Class sessions will consist of lectures, case studies, and/or exercises. Tutorials will be offered to build required skills in critical reading and business writing.

Course Prerequisites

Exclusion: COM110H1

Co-requisite: ECO100Y1, MAT133Y1

Required Readings

Contemporary Business (1st Canadian Edition) Boone, Kurtz, Khan & Canzer, ISBN: 9781118498637

GRADE DETERMINATION

Midterm Test 1	15%
Midterm Test 2	30%
Writing Tutorials	10%
Research Requirement	2%
Final examination	43%
Total	<u>100%</u>

REQUIREMENTS AND CRITERIA

Writing Tutorials

Communications 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 fall term, you will attend four scheduled tutorials that have been specifically designed to help you improve your critical reading and business writing skills. The writing instructors leading these tutorials will focus on critical thinking, analyzing professional texts, business writing, and revising a rough draft. You will receive credit for attending and participating in the tutorials. If you attend and fully participate, you will receive 2.5% per tutorial, for a total of 10% in the course.

Midterm Tests and Final Examination

The midterm tests and the final exam will consist of a series of multiple choice 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. As such, it is assumed that you have read and are familiar with the assigned readings prior to class as I will not cover all the material in the textbook though you are responsible for all

of it. Midterm tests and the final examination will test 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. Refer to the Course Schedule for the dates of the midterm tests. The final exam date will not be known until the final exam schedule is released by the Faculty of Arts and Science. *Do not book any travel before April 30, 2013.*

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 **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 two research studies (one per semester) **OR**
2. writing two papers (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 two studies to fulfill your research participation requirement in this course. Because this is a full-year course, you should complete one study during the fall semester and one study during the winter semester. **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 two

analyses to fulfill your research participation requirement in this course. Because this is a full-year course, you should complete one analysis during the fall semester and one analysis during the winter semester.

If you have any questions about participating in research studies or would like to analyze research articles to fulfill your research requirement, please contact Dr. Julie Huang (416-946-5072, julie.huang@rotman.utoronto.ca).

In the Fall semester, the deadline to complete your research requirement will be Friday, November 23, 2012. The deadline to complete the Winter term research requirement will be announced at the beginning of the Winter semester.

i>clickers

Your instructor will be using i>clickers in this course. Please make sure that you have a registered i>clicker before the start of second class (i.e. week 2). i>clickers should be registered at www.i>clicker.com/registration. i>clickers are available in the bookstore for purchase and can be returned after use for a partial refund (typically 50% of the purchase price). Many other University of Toronto courses require i>clickers. You can use one i>clicker for all of your courses (i.e. multiple i>clicker purchases is not required). i>clickers are used in the classroom to facilitate student engagement. i>clicker responses do not count for marks.

IMPORTANT NOTE: when asked to enter your “Student ID” ensure you enter your **unique UTORID** (i.e., what you use to login to Blackboard) **not** your student number. The remote ID is the series of numbers and sometimes letters found on the bottom of the back of your i>clicker remote. The i>clicker response system will be used in every one of Michael Khan’s lectures and possibly in some guest lectures, and you are responsible for bringing your remote each day class is held.

Instructors:

Michael Khan (Lead Instructor)

Michael Khan is a lecturer at the Joseph L. Rotman School of Management, University of Toronto. He has taught courses at the University of Toronto’s three campuses since 2001 in the areas of Management, Accounting and Auditing. Michael obtained his B.Com. from the University of Toronto and holds an M.B.A. from the Schulich School of Business, York University, a Chartered Accountancy (CA) designation, a Certified Information Systems Auditor (CISA) designation and is also Certified in the Governance of Enterprise Information Technology (CGEIT). He currently trains CA students at the annual School of Accountancy. Michael’s professional experience includes roles at Ernst & Young, Deloitte and his independent consultancy practice.

Jim Whitley and Erin Marsden (Marketing Case Study Session)

Jim Whitley is Group Rental Manager with Enterprise Rent-A-Car. He has worked in various regional and national capacities with Enterprise in St Louis, Montreal and Toronto, Ontario for over 15 years. He holds an honours degree from Mercyhurst College where he earned a sports scholarship and a Master of Business at Gannon University. Jim’s role primarily supports and leads both sales and operations for Enterprise throughout the GTA, Mississauga and Oakville.

Erin Marsden is Group Recruiting Manager with Enterprise Holdings (operating Enterprise, Alamo, National and WeCar). She has worked in both British Columbia and now Toronto as Group Recruiting Manager for 10 years. She graduated from Simon Fraser University in British Columbia in 1999 with a Bachelor of Arts. Erin and her team, currently manage the recruiting efforts for both Enterprise and National/Alamo within the Greater Toronto Area.

Joe Milner

Joseph Milner is an Associate Professor of Operations Management at the Rotman School of Management and a Visiting Professor at HEC Paris. He received his undergraduate degree in Industrial Engineering from Cornell University and masters and PhD in Operations Research from MIT. Previously he taught at Washington University in St. Louis. Joe teaches courses on operations management, operations strategy and service operations at the MBA and Executive MBA levels. His research interests include service operations modeling, revenue management, and supply chain coordination. His publications appear in Management Science, Operations Management, Manufacturing & Service Operations Management and Production and Operations Management.

Anil Verma (Human Resource Management Session)

Dr. Anil Verma is Professor of Industrial Relations and Human Resource Management at the University of Toronto where he holds a joint appointment at the Rotman School of Management and at the Centre for Industrial Relations & Human Resources as Interim Director. His primary research interests are in the area of management responses to unionization, participative forms of work organization, wage and employment outcomes, and the contribution of workplace innovations to organizational effectiveness and performance.

He has served as President of the Canadian Industrial Relations Association and on the Executive Board of the International Industrial Relations Association, Geneva. He serves as a member of the Advisory Committee on Labour and Income Statistics at Statistics Canada and as a member of the Board of Directors of COSTI Immigration Services, the largest such non-profit agency in Canada. Professor Verma consults with a variety of businesses, unions, governments and international agencies.

Jennifer Riel (Integrative Thinking Session)

Jennifer Riel is the Associate Director of the Desautels Centre for Integrative Thinking and Director, Content and Communications at the Rotman School of Management. In addition to crafting the communications strategy for the Dean's Office, Jennifer is responsible for developing training programs, teaching and writing about integrative thinking.

Jennifer is academic director for Rotman's flagship open-enrollment Integrative Thinking Program. She has created and led custom workshops with large public and private sector organizations in Canada, the United States, Europe, the Middle East and Australia. She has published articles in Businessweek, Strategy Magazine and Rotman Magazine, as well on online at Fortune.com and the Daily Beast.

Rick Powers (Legal Environment of Business)

Rick Powers worked as a corporate lawyer for Smith, Lyons, Torrance, Stevenson and Mayer (now Gowlings) and later served as Corporate Counsel for Honda Canada Inc., before joining The University of Toronto in 1992. He is a director of several not-for-profit organizations and as a sideline, Rick can be heard on the FAN 590 radio station as a correspondent and colour commentator for Canadian and international rugby matches.

Rick has received numerous teaching awards. His areas of expertise include corporate governance, ethics, business and corporate law and sports marketing. Rick is an Academic Director of The Directors Education Program and teaches in Rotman's Executive MBA, MBA, and Executive Education Programs. In the past, he has been extensively involved in both the Bachelor of Commerce and Bachelor of Business Administration programs at The University of Toronto. Rick is currently completing his doctoral studies in Higher Education at The University of Toronto.

POLICY AND PROCEDURE

Missed Assignments/Midterms

Students may miss an assignment or midterm test due to illness, domestic affliction, or in the case of part time students, work commitments, without academic penalty providing the appropriate documentation is received and approved in a timely manner.

In such cases students must notify the Rotman Commerce Office on the date of the missed assignment or midterm and a University of Toronto medical certificate (<http://www.healthservice.utoronto.ca/pdfs/medcert.htm>), employer's letter or other supporting evidence must be submitted to the Rotman Commerce Office within 48 hours of the due date of the assignment or the test date. Students who do not provide the Rotman Commerce Office or the instructor appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the assignment or test.

Students who follow the above procedures will have their test mark reallocated to the final examination. Failure to do so will result in a grade of zero. There will be no make-up for any tests.

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.

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: disability.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 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 www.portalinfo.utoronto.ca/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, Blackboard 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, MS 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.

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

work.

- 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 RSM100! I sincerely hope that you succeed in, benefit from, and enjoy this course!

RSM100 Tentative Course Schedule (Subject to Change)

#	Date	Topics	Instructor	Required Readings	Tutorials
1	Sep-10	Introduction to Commerce	MK	Chapter 1, "Getting Ready for Prime Time" *	
		Role of Managers/Leaders			
2	Sep-17	Markets & the Economic Environment	MK	Chapter 3	
		Analyzing the External Environment			
3	Sep-24	Analyzing Industries & Business Ownership	MK	Chapter 5	Writing Tutorial 1
		Marketing I		Chapters 11, 12, 13	
4	Oct-01	Marketing II	MK	Chapters 11, 12, 13	Test 1 Preparation
		Getting Ready for Test 1			
5	Oct-15	Test 1 (Material from Sessions 1, 2, 3)	MK		Writing Tutorial 2
6	Oct-22	Finance I	MK	Chapters 16, 17	Writing Tutorial 3
7	Oct-29	Finance II	MK	Appendix D & E	Writing Tutorial 4
		Marketing III - Case Study	MK/JW/EM	Enterprise Case Study*	
8	Nov-05	Business Operations	JM	Chapter 10	
9	Nov-19	Managing People, Teams & Organizational Design I	MK	Chapters 7, 9	
10	Nov-26	Managing People, Teams & Organizational Design II	MK	Chapters 7, 9	
		Introducing Business Ethics & Social Responsibility		Chapter 2	
11	Dec-03	Case Study: Global Climate Change & Effects for Business	MK	Chap. 2, Senge: "The Next Industrial Imperative" *	
12	Jan-07	Entrepreneurship	MK	Chapter 6	Test 2 Preparation
13	Jan-14	Test 2 (Material from Sessions 4, 6, 7, 8, 9, 10, 11)	MK		
14	Jan-21	Human Resource Management	AV	Chapter 8	
15	Jan-28	Accounting I	MK	Chapter 15	
16	Feb-04	Accounting II	MK	Chapter 15	
		Business Strategy & Planning		Chapter 4	
17	Feb-11	Integrative Thinking I	JR	"How Leaders Think", "Int. Thkg, 3 Ways" *	
18	Feb-25	Legal Environment of Business	RP	<u>Appendix C</u> , Legal Issues in Chaps: 4, 5, 8, 16, 17	
19	Mar-04	International Business I: Overview, Trade & The Global Financial System	MK	Chapter 4	
20	Mar-11	International Business II: Culture, Ethics & Canada	MK	Chapter 4	
21	Mar-18	Management & Technology: Information, Knowledge & eBusiness	MK	Chapter 14	
22	Mar-25	Business & Governments	MK	See Link on BlackBoard	
		Wal-Mart Video Case Study - Part 1			
23	Apr-01	Wal-Mart Video Case Study - Part 2: Debrief	MK		Final Exam Preparation
		Course Wrap-up			

* Reading posted on BlackBoard