



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM100Y1Y

#### Introduction to Management

Summer 2016

Course Meets: Mon and Wed 9-11am, WW126

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Instructors: John Oesch (May/June) and Jan Klakurka (July/August)  
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### 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 Prerequisites

Co-requisite: ECO100Y1, MAT133Y1

*If you drop course either ECO100Y1 or MAT133Y1 during the academic term, you must also drop this course. Contact Rotman Commerce Academic Program Services for academic advising if needed.*

### Required Readings

**Contemporary Business (Canadian Edition)** Louis Boone, David Kurtz, Michael Khan, Brahm Canzer, John Wiley & Sons, 2013, ISBN: 978-1-118-16173-9

We will be making extensive use of the text and its accompanying online supplement entitled WileyPLUS.

**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 analytical questions.**

### **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	48%	on a date in late June to be announced and to be held at the exam center.
Research Requirement	2%	Once/Term: (1) by Jun 17; (2) by Aug 8
Final Exam	50%	Final exam period Aug 9-15, 2016

**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](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.

### **Mid-Term and Final Examination**

Both mid-term and final examinations will include both multiple choice questions that test your knowledge of the material that is discussed in class sessions. The final exam will also include analytical/ interpretive questions that will require written answers. The latter will be based on the topics in the course and discussed in class.

**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 June 2016. The specific date and location will 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. *Do not book any travel before Aug 16, 2016.*

## 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 final examination minimum value for the mini-case(s) writing component is ten percent (25%) of the exam mark, equating to five percent (12.5%) of your overall course grade.

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 two research studies (one per semester) **OR**
2. writing two short 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 spring semester (May 9, 2016 –June 17, 2016) and one analysis during the summer semester (July 4, 2016 – August 8, 2016). During the spring semester (May-June). Professor Oesch will assist students who choose the Analysis of Articles option in selecting the articles for research and in setting out a research agenda. Professor Oesch must approve all selected topics/articles before that research begins. If you choose to complete an Analysis of Articles for the summer semester, you may continue with approved research or if you chose the Participation option in the fall semester, Professor Klakurka will assist with selection and approve your topic choice.

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. Robert Latimer (416-946-5072. (robert.latimer@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 handing 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 (e.g. not participating by June 17<sup>th</sup> of term 1) 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 Jun 17<sup>th</sup>) off the grade otherwise obtained. No extensions will be offered for research participation incomplete by 5pm on August 8<sup>th</sup>, 2016. 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](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(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.

### **RSM100 Tentative Course Schedule**

**N.B. All Cases during the S ("Summer") Term will be assigned in class and/or via BlackBoard. Each case will be found in the textbook appendix. An introduction to Learning with Cases will be provided July 4, 2016. Make-up sessions (4 hours total) for the week of June 27<sup>th</sup> will be scheduled in July (dates/time TBD).**

<b><i>Session</i></b>	<b><i>Topic</i></b>	<b><i>Readings</i></b>
<i>1 Mon May 9</i>	<i>Introduction to Commerce</i>	<i>TBA</i>
<i>2 Wed May 11</i>	<i>Canadian Business History</i>	<i>J. Martin, Chapter 1</i>
<i>3 Mon May 16</i>	<i>Integrative Thinking</i>	<i>R. Martin</i>
<i>4 Wed May 18</i>	<i>Corporate Social Responsibility</i>	<i>Chapter 2</i>
<i>5 Wed May 25</i>	<i>Business and Society 1</i>	<i>Chapter 3</i>
<i>6 Mon May 30</i>	<i>Canadian Business in World Markets</i>	<i>Chapter 4</i>

7 Wed Jun 1	<i>Business and Society 2</i>	<i>Chapters 5,6</i>
8 Mon Jun 6	<i>Role of Managers/Leaders</i>	<i>Kotter, Collins, Ch.7</i>
9 Wed Jun 8	<i>Role and Function of Teams</i>	<i>Katzenbach &amp; Smith</i>
10 Mon Jun 13	<i>Business Communication</i>	<i>Chapter 9</i>
11 Wed Jun 15	<i>Midterm Exam Review</i>	
12 Mon Jul 4	<i>Business Strategy &amp; Entrepreneurship Learning with Cases</i>	<i>Chapter 5-6</i>
13 Wed Jul 6	<i>Organizational Design</i>	<i>Chapter 7</i>
14 Mon Jul 11	<i>Human Resources &amp; Labour Relations</i>	<i>Chapter 8-9</i>
15 Wed Jul 13	<i>Operations 1</i>	<i>Chapters 10</i>
16 Mon Jul 18	<i>Information Technology</i>	<i>Chapters 10</i>
17 Wed Jul 20	<i>Accounting</i>	<i>Chapter 14</i>
18 Mon Jul 25	<i>Marketing 1</i>	<i>Chapters 15</i>
19 Wed Jul 27	<i>Marketing 2</i>	<i>Chapters 11-13</i>
20 Wed Aug 3	<i>Finance 1</i>	<i>Chapters 11-13</i>
21 Mon Aug 8	<i>Finance 2</i>	<i>Chapters 16-17</i>
<i>Aug 9-15 per Exam Schedule</i>	<i>Final Exam</i>	

### Your Lecturers

**Jan Klakurka** is a full-time Professor at Huron University College, Western University, Consultant to SME's, and long-time Sessional Lecturer in Strategy at the Rotman School of Management, University of Toronto. He is former Director, Corporate Planning and Business Development of the Wasteco Group of Companies, specializing in waste management and recycling services, based in Toronto. At Wasteco, he led strategy, long-term and operational planning, change management, and development activities reporting to the founder-owner-President. Prior to Wasteco, Jan was Corporate Controller and Director, Process Improvement for U.K.-based infrastructure and construction services company, Carillion with responsibility for Corporate taxation, and was a senior project manager with the strategy consulting practice of Deloitte & Touche LLP, leading transformation engagements with Fortune 500 companies globally for over five years. Jan's professional experience also includes working for both General Motors of Canada and McCarney Greenwood, an entrepreneur-focused CA firm.



Jan taught *Strategic Management* at UTM between 2005-2009 and Rotman (2012-2014 Summers), *Management Control* at UTSC in Winter 2011, *International Business* (2012, 2013 & 2014 Summer, 2014, including MBA) and *Management Consulting* at Rotman Commerce (2011-2015) He also regularly teaches *Introduction to Management* at Rotman Commerce (half in summer 2011& 2014 and the full course in 2012 and 2013). In 2014, he began teaching a Summer Abroad course for UofT at Masaryk University In Brno, Czech Republic called *Strategy in the European Context*. He has also taught the general management Ivey LEADER (Leading Education in Emerging Regions) program in Dnepropetrovsk, Ukraine and Minsk, Belarus, has spoken on 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 his CA, CPA and CMC designations, and obtained his MBA from the Richard Ivey School of Business. His favourite business book is Competing for the Future, by Hamel and Prahalad, he enjoys skiing, white-water kayaking, golf, and strategic investments. His greatest project is having fun with his two daughters who are nine and seven years-old. In 2006, he was awarded the AIWS designation, joining 2,500 others worldwide that have completed the Diploma in Wines & Spirits from the Wine & Spirit Education Trust based in London and in 2009 began 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.

### **John Oesch**

John Oesch is an Associate Professor, Teaching Stream at the Rotman School of Management. He has research interests in the areas of decision making, managerial negotiations, and organizational justice. His teaching interests are in the areas of negotiation, decision making, organizational behaviour, and change leadership. John is academic director of Rotman's *Leading Strategic Change* Executive program. He has received numerous Rotman MBA and EMBA Teaching Awards as well as the Roger Martin and Nancy Lang Teaching Award in 2009. His publication record includes the *Journal of Business Venturing*, *Social Justice Research*, *Games and Economic Behavior*, and *Organization Science*.