



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 315 H1 F

Leading Across Differences

Fall 2015

Course Meets: Tuesdays 3:00 – 5:00 PM, WO 20 (Basement of 125 St. George St.)

Instructor: **Nouman Ashraf**
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Course Scope and Mission

There is enormous buzz about twenty first century leadership competencies that reflect the evolving nature of both the corporate culture as well as the disparate expectations of stakeholders at large. One such key leadership competency is the ability to navigate differences within and across the organization effectively. Differences are not simply defined by vectors of identity such as gender, race, culture, religion, sexual orientation, levels of ability, linguistic preference, to name only a few, but equally importantly, by disparate ways of learning, creating new ideas and formulating new worldviews. All of the aforementioned comprise the basis of an integrative approach to knowledge, action and effective leadership.

Through a series of thought provoking and hands-on case-study led sessions, the course will make linkages between one's individual leadership stance and its impact on how strong preferences come to life and influence perspectives at the individual and organizational level. There will be a deep exploration of one's knowledge system and a particular focus upon uncovering innovative frames around diversity that directly impact organizational strategy. Equipped with best practice models and current organizational examples, the cohort will have the opportunity to critique existing diversity strategies across sectors.

This course is an invitation to upper year students within the Rotman Commerce program to step into a community of learning and practice with a very particular commitment: learning by integrating across disciplines, sectors and approaches. My commitment to everyone enrolled in this course is to make this an experience that is provocative, insightful and engaging. My expectation is that students will not simply attend the sessions, rather that they will actively contribute to creating, enabling and sustaining an integrative learning environment.

Course Prerequisites

Enrolment is restricted to 3rd and 4th year Rotman Commerce students.

Required Readings

Why should anyone be led by you? by: Robert Goffee, Gareth Jones
Harvard Business Review, Vol. 78, No. 5. (Sep 2000)
Other articles will be posted on the course website.

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.

Work

Class Participation/Attendance	15%
Weekly Reflection Sheets	25%
Mid Term Paper	30%
Final Group Presentations	30%

Due Date

Ongoing
Every Monday by 12 Noon
12 Noon, November 6 th , 2015
December 8 th , 2015

COURSE FORMAT AND EXPECTATIONS

Written Assignments:

As upper year undergraduates, it is my expectation that your written work will demonstrate sound grammar, appropriate vocabulary and a range of personal and professional styles of expression. Effective written communication is key to your success post-graduation, and I would like you to utilize the written assignments in this class to hone your writing style through recursive practice.

Please note that clear, concise, and correct writing will be considered in the evaluation of both the weekly reflection papers and your midterm paper. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

Group Work:

The final group presentation requires students to work in teams of 4 to 6.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

1. Read the document entitled, “*Working in Teams: Guidelines for Rotman Commerce Students*” which is available on the RC portal under the Academic Services tab.
2. When working in a team, Rotman Commerce students are expected to:
 - Treat other members with courtesy and respect;
 - Honour the ground rules established by the team;
 - Contribute substantially and proportionally to the final project;

- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving differences:

Conflicts can – and do – occur. Conflicts are part of the team’s process of learning how to work together effectively and can actually generate exciting debate and creative solutions – if managed appropriately.

Student teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** The Rotman Commerce Team Coach, Nikoleta Vlamis, may be reached at nikoleta@nikoletaandassociates.com for an appointment. Nikoleta is an expert in team dynamics and facilitation. Note that Nikoleta’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

Turnitin.com:

Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university’s use of the Turnitin.com service are described on the Turnitin.com website.

Weekly Schedule

This course is intended to broaden your knowledge base and to offer you new tools through actively engaging with the most recent theories and frameworks, coupled with guest speakers who bring the contemporary perspective on innovation. Hence, active participation is key to your success in this course.

Session	Date	Topic	Readings
1	Sep 15	Expectations, course methodology, exploring conditions for success and effective integration. Exploring the connection between identity and leadership	
2	Sep 22	Understanding difference and its location within one's stance	To be posted
3	Sep 29	Mapping the Identity Matrix and the spectrum of attitudes towards difference	To be posted
4	Oct 6	Understanding self and other	To be posted
5	Oct 13	Towards Organizational Practice: The Fiduciary, Strategic and Generative Frames	To be posted
6	Oct 20	Uncovering Systematic Blindness: How do we make decision in groups and why does diversity of thought matter?	To be posted
7	Oct 27	Organizational practice: How does culture come to life?	To be posted
8	Nov 3	Corporate, public and not-for profit landscapes: Organizational strategies for inclusion	To be posted
	Nov 10	Fall Break – No Classes	N/A
9	Nov 17	Defining one's leadership compass: How to model inclusion	To be posted
10	Nov 24	The Emancipatory Leader as an integrator	To be posted
11	Dec 1	Group Presentations	
12	Dec 8	Designing tomorrow collectively	Please note that this session will be held at the University of Toronto' Multifaith Centre

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

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

Late Assignments

All assignments are due at the time specified (i.e. 12 Noon) on the date specified in the course outline. Late submissions will normally be penalized by 20% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% will be applied to each subsequent day. *Please note that weekdays and weekends are treated identically in terms of penalty for lateness.*

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.

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.