



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 340H1S

The Opposable Mind: Approaches to Integrative Thinking

Winter 2015

Course Meets: Mondays, 10-12 am, WO 35

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Course Scope and Mission

More than ever, success in our global economy depends on the ability to wade through ambiguous challenges with flexibility, rigour and creativity. The integrative thinker, rather than choosing one option or one point of view, leverages the tension between ideas to generate new models – models better than those that already exist.

This course introduces the theory of integrative thinking and asks students to learn and practice the tools associated with it. Explicitly grounded in a business context, this course gives students the opportunity to apply the lessons of integrative thinking to complex problems that span traditional disciplines. Throughout the course, you will learn practical tools aimed at helping you integrate between models, build new models and create new value.

The questions we will address in this class include: What do you do when faced with a choice between two mutually exclusive, yet sub-optimal options? How do you react when dealing with a colleague whose understanding of the world seems to be fundamentally at odds with your own? How can you resolve the kinds of problems that seem to change as you attempt to solve them, the kinds of problems that seem to have no good answers? These clashes – between ideas and individuals, within ourselves and without – are the wicked problems you will almost certainly face in your business career. And how you deal with them can make the difference between a good career and a transformative one.

Course Prerequisites

RSM100Y1. Completion of 10.00 full-course equivalents

Course Exclusions

RSM 310H1 – The Opposable Mind – Approaches to Integrative Thinking

Required Readings

Martin, Roger. The Opposable Mind. Harvard Business School Press. 2007. Available from the University of Toronto Bookstore or other book retailers. ISBN: 1422118924

All other readings will be posted on blackboard.

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>Work</u>		<u>Due Date</u>
Participation	10%	Ongoing
Homework Assignment	15%	See below
Mid-Term Test	20%	In class, Feb 9
Group Project Presentation	25%	In class, March 30
Final Exam	30%	During Arts & Science Final Exam Period

Class Participation (10%)

The quality of this class and the learning that takes place are directly related to your willingness to engage in the discussion and activities. Your class participation grade will be assigned based on the substantive contributions you make to the class discussions, taking the quality of your contribution to be more significant than the quantity. We will take attendance every class. You may also gain participation grades by sending Darren articles or other material from the popular media that you think relate to integrative thinking and this class. Please email a link to the material, plus a short description of what you think is interesting about it and how it connects to class concepts.

Homework Assignment (15%)

You must submit **two** (2) homework assignments during the term. Assignments are to be submitted in hard copy at the beginning of class on the day it is due. Homework assignment questions will be distributed during class one, along with their corresponding due dates. You must submit two homework assignments during the course of the term and together they are worth 15% of your total mark in the class.

Mid-Term Test (20%)

This will be an individual, closed book test. It will be scheduled for one hour, in our regular class time. The date for the mid-term test is Monday, February 10.

Group Project (25%)

In groups of 5, choose a wicked problem that relates to business and, using the lens of an integrative thinker, craft a possible solution to the problem. This project is to be presented on Monday, March 31. Each group will have 15 minutes to present including questions. How you choose to apportion the time between the presentation and discussion is entirely up to you. You may select your own group of 5, or ask to be assigned to one. **You must be in a group by March 9.**

The presentation will be graded on the following criteria:

- 1) Clarity: The extent to which your work is understandable and well explained (40%)
- 2) Comprehensiveness: The extent to which your analysis and solution effectively address what they seek to address (40%)
- 3) The creativity of your analysis and solution (10%)
- 4) The quality and creativity of your presentation (10%)

Additional grading details will be provided closer to the presentation date.

You must submit a project topic by March 16. You may select your own wicked problem (though you may want to check with the course instructors before you proceed), or you may select one of the following topics:

- Should Canada embrace a multi-tier health-care system that allows those who can afford it to opt out of the public system, or fight to retain a single-tier, publicly funded model?
- In the non-profit world, should charities make their primary objective raising funds or delivering programs?
- Should the government force companies to embrace green technologies (such as sustainable energy) through legislation, or let the free market sort it all out?
- Should the University of Toronto focus on academic research or student experience?
- Should university tuition be free, or set by prevailing market rates?
- Should BlackBerry target the consumer or the enterprise customer segments?
- Should Google operate in China under the restrictions imposed by the government, or opt out of the market?

Throughout the course, we will be available by appointment to meet with groups to discuss your project topic and how you are thinking through your problem. If you would like to schedule a meeting, please contact Darren.

Final Exam (30%)

This will be a closed-book, 2-hour exam during the regular exam period. We will provide information about the structure of the exam in the last few weeks of classes. There will be an optional tutorial before the final exam.

Course Format and Expectations

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of the homework assignments. 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.

For Group Work:

The group project requires students to work in teams of 5. 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.

** For an appointment with a Rotman Commerce Team Coach, please contact Nikoleta Vlamis at nikoleta@nikoletaandassociates.com or Elaine Zapotoczny at elaine@nikoletaandassociates.com. Nikoleta and Elaine are highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

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.

For a missed mid-term, the student will be given the option of taking a make-up exam within one week of the mid-term, or applying the mid-term weighting to final exam. The final would then be worth 50% of the total grade.

Late Assignments

All homework assignments are due at the beginning of class on the date specified. Late submissions will normally be penalized by 10% if the assignment is not received on the specified date, at the specified time. A further penalty of 5% will be applied to each subsequent day. Homework will not be accepted one week after the due date.

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.

Weekly Schedule

Session	Date	Topic	Readings and Cases (to be completed <u>before</u> the assigned class)	Podcasts and Videos (to be completed <u>before</u> the assigned class)
1	Jan 5	Introduction to Integrative Thinking	Martin, Roger. <i>The Opposable Mind</i> , Chapters 1-8	David Eagleman on Possibilianism: http://www.youtube.com/watch?v=IS0b4QCpFGc
2	Jan 12	Thinking about Thinking	Ariely, Dan. "The Effect of Expectations" from <i>Predictably Irrational</i> Thaler, Richard and Cass Sunstein. "Biases and Blunders" from <i>Nudge</i>	This American Life: <i>Confessions, Act 1: "Kim Possible"</i> http://www.thisamericanlife.org/radio-archives/episode/507/confessions
3	Jan 19	Developing Mental Models	Kahneman, Daniel. <i>Thinking Fast and Slow</i> . Chapter 1 Argyris, Chris. "Teaching Smart People How to Learn." <i>Harvard Business Review</i>	
4	Jan 26	Understanding and Deconstructing models	Lave, Charles and James March. <i>An Introduction to Models in the Social Sciences</i> . Chapters 1 and 2.	
5	Feb 2	Building Models	Senge, Peter "A Shift of the Mind" from <i>The Fifth Discipline</i>	This American Life: How I Got Into College (Acts II and III) http://www.thisamericanlife.org/radio-archives/episode/504/how-i-got-into-college
6	Feb 9	Mid Term Test		
Reading Week	Feb 16	No Class		
7	Feb 23	The Integrative Thinking Process	Riel, Jennifer and Roger Martin, "Integrative Thinking 2.0: A User's Guide to Your Opposable Mind." <i>Rotman Magazine</i>	
8	Mar 2	Integration I – Articulating Models Examining Models	Riel, Jennifer. "Visualization: Sketching Models" Case: Evolving the Model –Four Seasons Hotels and Resorts	

9	Mar 9	Integration II – Exploring possibilities	Riel and Martin, “Integrative Thinking Three Ways: Creative Resolutions to Wicked Problems,” <i>Rotman Magazine</i>	
10	Mar 16	Creativity	Martin, Roger. <i>The Design of Business</i> . Chapter 1 Burton, Robert A. <i>On Being Certain</i> . Pages 1-20 Kelley, Tom and David Kelley. “Reclaim your Creative Confidence,” <i>Harvard Business Review</i>	
11	Mar 23	Testing	Brown, Tim. <i>Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation</i> . Chapter 4 Dyer, et al. <i>The Innovator’s DNA</i> . Chapter 6	
12	Mar 30	Presentations		