



# **Rotman** Commerce UNIVERSITY OF TORONTO

## **Course Outline**

**RSM 415H1S**  
**The CEO's Toolkit**  
**Winter 2015**  
**R12-2 WW119**

**Instructor:** Kenneth Corts  
**E-Mail:** [kenneth.corts@rotman.utoronto.ca](mailto:kenneth.corts@rotman.utoronto.ca)  
**Webpage:** <http://portal.utoronto.ca>  
**Phone:** 416 203 7110  
**Office Hours:** Thurs 2-3 or by appointment

### **Course Scope and Mission**

A highly practical course designed for prospective Executives and the Professionals who will work with them. The course develops simple, powerful tools and strategies required to build, run, fix, change and evolve successful organizations through lectures and case analysis that integrate core management concepts from multiple perspectives.

### **Course Prerequisite**

RSM219H1, RSM 332H1

### **Course Co-requisite**

RSM333H1

(If you drop this course during the academic term, you must also drop this course. Contact Rotman Commerce Academic Program Services for academic advising if needed.)

### **Required Readings**

Case Package

### **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**

10% Case Analysis and Presentation  
20% Class Participation  
25% Mid-Term  
45% Final Exam

#### **Due Date**

Feb 5  
Ongoing  
Mar 12  
Scheduled by the Faculty of Arts & Science

## **COURSE FORMAT AND EXPECTATIONS**

### **Team Work:**

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 conflicts:

Conflicts are part of the team’s process of learning how to work together effectively and when handled well can generate creativity and bring-multiple perspectives to the solution.

Student teams are collectively expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to arrive at a solution that works for all members, the 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](mailto:nikoleta@nikoletaandassociates.com) or Elaine Zapotoczny at [elaine@nikoletaandassociates.com](mailto: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.

## Weekly Schedule

| Session    | Date       | Topic                                               | Readings / Cases                                                                                             |
|------------|------------|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 1          | Jan 8      | Overview<br>3 Pillars, 3 Resources,<br>3 Tools      | Lecturers notes                                                                                              |
| 2          | Jan 15     | Sales                                               | Motivating Salespeople: What Really Works<br>Case: Sofame Technologies Inc.                                  |
| 3          | Jan 22     | Finance                                             | Case: Economy Shipping Co.                                                                                   |
| 4          | Jan 29     | Operations                                          | Decoding the DNA of the Toyota Production System<br>Case: The Dabbawala System: On-Time Delivery, Every Time |
| 5          | Feb 5      | Initial Assignment<br><br>Managing Scarce Resources | Case: Trader Joe's                                                                                           |
| 6          | Feb 12     | Time                                                | Lecturers notes<br>Case: Battlefield Furniture Group, Inc.                                                   |
| 7          | Feb 26     | Money                                               | Case: West Lake Home Furnishings Ltd.                                                                        |
| 8          | Mar 5      | People                                              | Strategies for Learning from Failure<br>Case: Jess Westerly at Kauflauf GmbH                                 |
| 9          | Mar 12     | Mid Term Test                                       |                                                                                                              |
| 10         | Mar 19     | Tools Overview<br>Tool - Sales Cycle/Funnel         | Lecturers notes<br>Case: Review Mid Term                                                                     |
| 11         | Mar 26     | Tool - Cashflow Projection                          | Lecturers notes<br>Case: Hanson Ski Products                                                                 |
| 12         | Apr 2      | Tool - Career Map                                   | Lecturers notes<br>Case: Sales Force Training at Arrow Electronics                                           |
| Final Exam | TBA by FAS |                                                     |                                                                                                              |

## **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 to schedule a make-up. 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.**

In case you miss the midterm examination for legitimate reasons, a make-up exam will be given.

### **Late Assignments**

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](mailto: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](http://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.