



# **Rotman** Commerce UNIVERSITY OF TORONTO

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**RSM 426H1S**

***Critical Thinking, Analysis and Decision Making***  
**Course Outline – Winter Term 2015**

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**COURSE CO-ORDINATOR AND INSTRUCTOR:**

**Instructor:** Elisa Zuliani  
Room 504(Rotman Building; 105 St. George)  
**Telephone:** (416) 946-7529  
**Email:** [ezuliani@rotman.utoronto.ca](mailto:ezuliani@rotman.utoronto.ca)  
**Website:** <http://portal.utoronto.ca>

**Class:** L0101 - Monday 9:00am – 12 noon (WO30)  
L0201 - Monday 12:00noon – 3:00pm (WO30)

**Office Hours:** Tuesdays 2:00 pm – 3pm

**Instructor:** Gord Richardson  
Room 523 B(Rotman Building; 105 St. George)  
**Telephone:** (416) 946-8601  
**Email:** [gordon.richardson@rotman.utoronto.ca](mailto:gordon.richardson@rotman.utoronto.ca)  
**Website:** <http://portal.utoronto.ca>

**Class:** L0301 – Thursday 10:00 – 1:00pm (WO25)  
L0401 – Thursday 2:00 – 5:00pm (WO35)

**Office Hours:** Thursdays 1:00 pm –2:00 pm

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**Course Prerequisite:** Fourth-year St. George Commerce student  
RSM322H1, RSM323H1, RSM324H1

**Course Co-requisite:**  
RSM321H1

*If you drop course RSM321H1 (the co-requisite) during the academic term, you must also drop this course. Contact Rotman Commerce Academic Program Services for academic advising if needed.*

**Course Objectives:**

This is a capstone case course stressing the pervasive competencies and critical thinking skills required from business school graduates, future professional accountants and advisors.

This course provides students with an opportunity to integrate the technical and practical knowledge obtained in the prerequisite and other University courses and to apply this knowledge to case type situations. Because of the integrative nature and content of the course, the course will be directed towards students with a strong background in accounting and those seeking an accounting designation.

The overall objective is to enhance the participants' abilities to demonstrate the pervasive competencies, including written communication skills, required of the professional accountant as part of a business decision-making team. The course will present case simulations of problems encountered in the business world. The participant will be required to employ a cross-functional approach to problem solving, as real life problems require integration across the specific knowledge areas of risk management, performance measurement, assurance, finance, taxation, information technology and organizational effectiveness. Students will be required, based on the case, to play different roles depending on the users' needs.

The case method will be stressed. This will require participants to:

- (1) identify and play their role,
- (2) identify information users and their needs,
- (3) identify and rank case issues, distinguishing between primary and secondary issues in the case,
- (4) identify alternatives for each issue given the constraints in the case,
- (5) analyze identified alternatives stressing fact integration, issue integration and integration across knowledge areas, and
- (6) communicate practical recommendations to information users.

**Instructional Approach:**

The in-class portion of the course will primarily be in a seminar or case discussion format, usually the latter.

The case assignments will be distributed in a prior class session for discussion in a subsequent session.

Course participants will work in groups to prepare solutions to the cases. Solution preparation involves thorough familiarization with the case facts and issues, analysis of alternatives, integration of knowledge, and application of judgement to arrive at a practical recommendation.

The format for in-class discussion of cases will vary between presentation/discussion led by a student group or your instructor leading the entire discussion. All important aspects of each solution will be covered in class.

### **Marking Scheme:**

Class Participation (1)	10%
Case Presentation (2)	15%
<b><u>Term - Test #1</u></b> (3) –	30%

**Part 1** –Monday, February 9th- 6:00 – 8:00pm

Location: EX100

Examination Facility – 255 McCaul Street

**Part 2** – Friday, February 13th - 2:00 – 7:00pm

Location: EX 200

Examination Center – 255 McCaul Street

**Term - Test #2** (4) 45%

**Part 1** –Monday, March 16– 6:00 – 8:00pm

Location: EX 200

Examination Center – 255 McCaul Street

**Part 2** –Friday, March 20th - 2 - 7pm

Location: EX 200

Examination Center – 255 McCaul Street

100%

- (1) Class participation includes attendance in class and at the practice write sessions and oral participation during discussions in class.
- (2) Each group will be assigned one case for which it will prepare a presentation. This presentation should not only answer the required of the case but also discuss the characteristics unique to that question and outline the rationale to the approach used to prepare the solution.
- (3) & (4) Each exam will involve approximately 6 hours of writing responses to professional examination style questions. The questions are new and have been developed exclusively for this course. The exam will be professionally marked by someone with UFE marking centre, or equivalent, experience. The standard applied will be tailored to one appropriate for a fourth year Commerce student.

### **Policies Regarding Term Tests:**

The two term tests are open book and you can bring your CICA Handbook and Income Tax Act. Silent, non-programmable calculators are allowed.

Each test room will contain a the CICA handbook that will be available for the students to use during the term tests.

Students will also be allowed to bring their laptops to the term tests to access the CICA handbook only.

In the case of one of the two term tests being missed, the student mark will be either be reweighted so that the entire term test mark will be based on the term test that was not missed or another method of evaluation will be required at the instructor's discretion.

### **Changes:**

Any modifications to the course will be announced and explained in class.

### **Group Work:**

The group presentations are to be done in groups of 4-5 students per group. The cases to be presented will be assigned in the first class.

When working as a team, students are reminded of the following expectations with respect to their behavior and contributions to the project:

Each team member is expected to:

- Treat other members with courtesy and respect;
- Establish a positive and productive team dynamic;
- 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.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. Project work is often new to students; conflicts can - and do - occur. 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 departmental advisor as soon as possible. The departmental advisor will listen to the team and help the team 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.

## **POLICY AND PROCEDURE**

### **Missed Tests**

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.**

### **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 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 [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.

## Outline of Sessions:

**Week**    **Session (3 hours)**  
**of**

- Jan 5    1        **Class Discussion :**
- ◆ Introduction to course
  - ◆ Introduction to integration and analysis
    - skills required
    - suggested approach for multi-subject (M) questions
  - ◆ Students prepare and discuss M1 - Warmth Home Comfort (2001 UFE, P2, Q1) during class session.
- Homework Assignment**
- ◆ C1- Heart Wines Limited (2001 comp) for take up in session 2.
- Jan 12   2        **Class Discussion**
- ◆ Introduce suggested approach to comprehensive (C) cases.
  - ◆ Discuss C1 - Heart Wines Limited (2001 comp) suggested solution and approach.
- Homework Assignment**
- ◆ Prepare M3 – – Sunkick Coffee.(2006 UFE, P2, Q3)
  - ◆ Prepare M2 - ReadQ Inc.(2001 UFE, P3, Q1) –
- Jan 19   3        **Class Discussion :**
- ◆ Group Presentation of M3 – Sunkick Coffee.(2006 UFE, P2, Q3)
  - ◆ Discuss M2 – ReadQ Inc.(2001 UFE, P3, Q1)
- Homework Assignment**
- ◆ Prepare C2 – Recyclo Limited(2008 UFE)
  - ◆ Prepare C3 – Fisher Files (1998 UFE)
- Jan 26   4        **Class Discussion :**
- ◆ Group presentation of C2 - Recyclo Limited(2008 comp).
  - ◆ Review of approach to comprehensive cases.
  - ◆ Discuss C3 – Fisher Files (1998 UFE)
- Homework Assignment**
- ◆ Prepare M4 – Gene Sekur (RSM426 – 2011- Test #2)
  - ◆ Prepare C4 – Eyes (RSM426 – 2010 Test #1)

- Feb 2 5**      **Class Discussion**  
 ♦ Group presentations of M4 Gene Sekur (RSM426 – 2011- Test #2)  
 ♦ Discuss C4 – Eyes (RSM426 – 2010 Test #1)
- Homework Assignment**  
 ♦ Prepare C5 - Abacass Company Limited (2003 UFE) for discussion in session 7.
- Feb 9 6**      **Term - Test #1 (Multi-Subject)– 6:00 – 8:00pm,**  
**Location:**  
 EX100  
 Examination Facility – 255 McCaul Street
- Feb 13 6**      **Term - Test #1 (Comprehensive) -3:00 am – 8:00pm,**  
**Location:**  
 EX 200  
 Examination Center – 255 McCaul Street
- Feb 16**      ***No classes – READING WEEK***
- Feb 23 7**      **Class Discussion**  
 ♦ Group Presentation of C5 Abacass Company Limited(2003 UFE)  
 ♦ Take up of term-test #1
- Homework Assignment**  
 ♦ Prepare M5 – Green Plastics (RSM426 – 2012 –term test #2)
- Mar 2 8**      **Class Discussion**  
 ♦ Group presentations of M5 – Green Plastics (RSM426 – 2012 –term test #2) Discuss Business Valuation
- Homework Assignment**  
 ♦ Prepare C6- Winter Snow Resorts (2005)  
 ♦ Prepare C7 – Green Links Golf – RSM426 – 2012 – Term test #2
- Mar 9 9**      **Class Discussion :**  
 ♦ Group presentations of C6 –Winter Snow Resorts (2005)  
 ♦ Discuss C7 – Green Links Golf – RSM426 – 2012 – Term test #2
- Homework Assignment:**  
 ♦ Read M6 – Super Sports (2008UFE, P3, Q2)  
 ♦ Read C8 – Concepts Hotels (RSM426 – 2012 – Test #2)  
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- Mar 16 10**      **Term - Test #2 (Multi-Subject)** – 6 – 8:00pm  
Location:  
EX 200  
Examination Center – 255 McCaul Street
- Mar 20 10**      **Term - Test #2 (Comprehensive)** - 3 – 8 pm,  
Location:  
EX 200  
Examination Center – 255 McCaul Street
- Mar 23 11**      **Class Discussion:**  
♦ Group presentation of M6 – Super Sports (2008UFE, P3, Q2)  
♦ Group presentation of C8 - Concepts Hotels (RSM426 – 2012– Test #2)
- Mar 30 12**      **Class Discussion :**  
♦ Take up of term-test #2

**End of course**