



# **Rotman** Commerce UNIVERSITY OF TORONTO

## **Course Outline**

### **RSM 465 H1**

Motivation: Theory and Practice

Winter 2017

Course Meets: Wednesdays at 10:00am in RT142

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## **Course Scope and Mission**

This course is designed to introduce you to the fundamental principles of incentives and motivation, which are essential tools for managers. The course takes an interdisciplinary approach and you will be exposed to theories on these topics from a variety of different disciplines – behavioral decision-making, economics, organizational behavior, and psychology.

## **Required Readings**

*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>
Research Summary	20%	Jan 25, 2017 09:00am
Team Presentation	20%	TBA
Final Exam	60%	During Faculty of Arts & Science Final Examination period

## **COURSE FORMAT AND EXPECTATIONS**

The course consists of 12 meetings of 100 minutes each. To prepare for each session, follow the directions found on the “preparation sheets” that are posted to Blackboard. These will include a listing of required and optional readings as well as discussion questions that will help you prepare for class.

Research Summary: An individual assignment in which you will read 5-10 academic papers and then summarize the topic in a 2500 word document for use by your colleagues. This assignment is worth 20% of the course. All work on this project must be individual work. Details available in first session.

### *Team case presentation (20%):*

Each case study that we use as an instructional tool must be analyzed before discussion. Your study team will prepare answers to two or three discussion questions (supplied by me) for each of four case studies. Prepare one slide (either word or powerpoint ) for each question. Your analysis should show through in the points on your slide. I will then select groups to use these slides as the centre of a presentation that addresses the discussion questions. The presentations will be approximately 10-15 minutes, with time for questions and an opportunity for you to lead case discussion. Each team will present once. I leave it to your discretion to select one or more individuals to represent your group and conduct these presentations. If you want to develop presentation skills, this is a great opportunity to receive coaching from your more experienced and/or highly skilled colleagues. The content of the presentation is what counts.

Final Exam: A final exam will be scheduled by Arts and Sciences during the April exam period. This examination is worth 60% of the course.

### For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of Research Summary. 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](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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.

The Team Presentation requires students to work in teams of 5 people.

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.

## Weekly Schedule

Session	Date	Topic	Readings
1	Jan 11	An Overview of Motivation and Incentives: Subjective Expected Utility Theory	Fishburn
2	Jan 18	Needs Theories and the need for Evidence-Based Management	TBA
3	Jan 25	Expectancy Theory of motivation	Mitchell, Hsu et al.
4	Feb 1	Incentive Management	Lincoln Electric**
5	Feb 8	Non-monetary incentives	Southwest Airlines**
6	Feb 22	Employee Engagement	
7	Mar 1	Goal Setting	Latham and Locke
8	Mar 8	CEO compensation	Bebchuk and Fried
9	Mar 15	Motivation and change leadership	Charlotte Beers at O&M Worldwide**
10	Mar 22	Participative Management	Carlos Ghosn at Nissan**
11	Mar 29	Influence and Persuasion	Cialdini
12	Apr 5	Exam Review session	
Final Exam	TBA by FAS		

\*\* indicates cases for which all teams will prepare slides and some teams will present

## **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.**

*In the event of illness during the Final exam, the student will be required to write a make-up exam at the instructor's convenience*

### **Late Assignments**

*The research summary will be submitted by email, due at 9:00pm on Jan 25.*

*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.*

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.