Rotman Commerce
UNIVERSITY OF TORONTO

Course Outline

RSM 466H1F   Environmental and Social Responsibility for Management
Fall 2016
Course Meets: Thursdays/noon-3:00/ **SS 1083**

Instructor: Ann Armstrong (*off Campus*)
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Office Hours: After class and by appointment
Teaching Assistant: TBD

Course Scope and Mission

The course looks at how organizations engage in the social economy through their corporate social responsibility work and how they are going green. The course has two main goals: (1) to inform students about current thinking and practice on corporate social responsibility and (2) to inform students about the importance of sustainability in current business practice. We conclude the course with an opportunity for the students to give voice to their *own* values.

Course Prerequisites

You must have completed 9 or more credits.

Required Materials

The textbook is an e-book – Molthan-Hill, P. (ed) (2014) *The Business Student's Guide to Sustainable Management – Principles and Practice*, Sheffield: Greenleaf Publishing Ltd. You will receive a discount code for the e-book. As well, there are two Canadian cases from HBS for your case submissions. I will post material on Bb too.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student will be judged on the basis of how well he or she has command of the course materials.

Work	%	Due Dates
1. Class Contribution	10	Ongoing
2. Team Project	35	End of Term
3. Case 1 – The Lac Mégantic Disaster*	15	Oct 6
4. Case 2 – Communauto: A Big Idea for a Big Market*	15	Nov 10
5. Take-home Exam/Reflection	25	TBD

* Buy online from HBS

COURSE FORMAT AND EXPECTATIONS

Assignments

1. You will be assessed for the quality of your contribution to the content **and** the processes of your classes, which will be run in a seminar-style.

2. You will work in teams with an organization that faces some sort of CSR or sustainability challenge or opportunity.

3. You will analyze two cases, one of which focuses on CSR and the other on sustainability.

4. The final exam is a take-home addressing all elements of the course.

Please Note

This year, the course will focus on sustainability (but not exclusively). As a result, you will work in teams on a field project that looks at CSR or green issues, in the for-profit or non-profit sector. If you have an organization in mind for your team project, please feel free to connect.

We will not necessarily meet for three hours for every class. In light of the nature of the course, it is useful to have some extra time for the team-based consulting projects.

I will 'cold call' on students so that everyone has ample opportunity to share their insights.

To Use 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.

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of all written 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 Team Work:

Your work with the course partner requires students to work in teams of 4 or 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; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

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. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When 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 Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

Weekly Schedule (as of August 22, 2016)

Session	Date	Topic	Readings & Activities
1	Sep 15	Introduction	Course Overview and Teams
2	Sep 22	CSR 1	Read: Martin (2002) Virtue Matrix, in *HBR*, available online in the library
3	Sep 29	Sustainability Overview	Read: Text, Chapter 3 and Lubin and Esty (2010) The Sustainability Imperative, in *HBR*, available online in the library
4	Oct 6	Three Pillars of Sustainability	Read: Text Chapter 4 **Case 1 Due**
5	Oct 13	Sustainability Strategies	Read: Text, Chapters 11 and 13
6	Oct 20	Working with Clients 1	Read: Bennett and Papi (2014) From Service Learning to Learning Service, in *SSIR*, available online in the library
7	Oct 27	Sustainability Reporting	Read, Text Chapters 5 and 10
8	Nov 3	Sustainability in Business Disciplines	Read, Text Chapter 6, 7, 8 **or** 9, depending on your interest area
9	Nov 10	Climate Change	Read: Text, Chapter 12 **Case 2 due**
10	Nov 17	Working with Clients 2	Read - TBD
11	Nov 24	Values in Action	Prepare: Lisa Baxter
12	Dec 1	CSR 2 and Integration	Read: Text, Chapter 14 and Mintzberg (2015) Why CSR isn't a Piece of Cake, *MIT Sloan Management Review*, available online in the library Reflections on the Course

<u>POLICY AND PROCEDURE</u>

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 <u>on the date</u> 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.

I will consider assignments to substitute such as a different case to analyze.

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. I may accept late assignments and will consider the request on a case-by-case basis.

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: accessibility.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, respectively, 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 http://www.portalinfo.utoronto.ca/content/information-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.