



Rotman Commerce UNIVERSITY OF TORONTO

Acknowledgement of Traditional Land

I wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Course Outline

RSM 466H1S Environmental and Social Responsibility for Management
Winter 2019

Course Meets: Wednesdays/noon-3:00 in RT 142

Instructor:	Ann Armstrong (<i>off campus</i>)
E-Mail:	ann.armstrong@utoronto.ca
Webpage:	https://q.utoronto.ca
Phone:	416-274-7294 (cell)
Fax:	416-978-5433
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 social responsibility work and how they are going green. More and more corporations are looking at how best to combine profit and purpose. B Corps are one clear manifestation of this trend. *This year we have an amazing range of client partners from B Corps to public sector organizations to green organizations to non-profit organizations!*

The course has two main goals: (1) to inform students about current thinking and practice on social responsibility and (2) to inform students about the importance of sustainability in current business practices. 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

There is no text book but there is a package of readings that you need to buy. As well, I will post materials from the public domain.

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.

<u>Work</u>	<u>%</u>	<u>Due Dates 2019</u>
1. Class Contribution	10	Ongoing
2. Team Project	30	Last Class
3. Statement of Work for Team Project	5	When Signed off
3. Case 1 – For the Love of Laundry:....	15	Jan 30
4. Case 2 – FreeGeek Toronto:....	15	March 20
5. Take-home Exam	25	During Exams

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 works in the social economy.
3. You will analyze two cases, using a variation of the usual case analysis approach.
4. The final exam is a take-home addressing all elements of the course.

Please Note

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 and teams 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.

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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 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 13/11/18 – subject to change)

Session	Date	Topic	Readings & Activities
1	Jan 9	Introduction	Course Overview and Team Formation
2	Jan 16	CSR	Read: Martin (2002) Virtue Matrix, in <i>HBR</i> , available online in the library and Dees (1996) The Social Enterprise Spectrum: Philanthropy to Commerce.
3	Jan 23	B Corps 1	Read: B Lab and the Impact Assessment Evolution; Certified B Corporation, https://bcorporation.net/ ; and Lomonaco (2018) Be Nice or Leave:... https://www.forbes.com/sites/forbesagencycouncil/2018/01/22/be-nice-or-leave-the-pragmatic-case-for-b-corps/#7588ca614621
4	Jan 30	B Corps 2	Prepare: Patagonia's Sustainability Strategy: Don't Buy Our Products. Read: Gilbert (2016) https://bthechange.com/how-to-sell-without-selling-out-f931ac62092a .
5	Feb 6	Working with Clients	Read: Bennett and Papi (2014) From Service Learning to Learning Service, in <i>SSIR</i> , available online in the library. Activity: Statements of Work Case 1 Due
6	Feb 13	Sustainability Overview and the Three Pillars of Sustainability	Read: Lubin and Esty (2010) The Sustainability Imperative, in <i>HBR</i> , available online in the library. Prepare: Reversing Climate Change Through Sustainable Food: Patagonia Provisions Attempts to Scale a "Big Wall".
7	Feb 27	Sustainability Strategies	Guest TBA
8	March 6	Social Enterprises 1	Read; Martin and Osberg, (2015) Two Keys to Sustainable Social Enterprises, in <i>HBR</i> available online from the library. Prepare: Me to We:...

9	March 13	Social Enterprises 2	Prepare: (a) Ana by Karma: One Scarf, One Hope and (b) Yangon Bakehouse:...
10	March 20	Social Finance	Read: Summary of <i>The Blended Value Map: Tracking the Intersects and Opportunities of Economic, Social and Environmental Value Creation</i> . Case 2 due
11	March 27	Values in Action	Prepare: Lisa Baxter.
12	April 3	Integration	Read: Mintzberg (2015) Why CSR isn't a Piece of Cake, <i>MIT Sloan Management Review</i> , available online in the library Activity: Key Take-aways.

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. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

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 later report of illness made by the student to a 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.studentlife.utoronto.ca/as>.

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.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

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, Quercus 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.