



## **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 395Y0 - Special Topics: Inclusive Consulting with Micro-Enterprises**  
Summer 2019 Course Meets in Cape Town

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Office Hours:	By appointment
Classroom:	Hotel and Philippi

## **COURSE SCOPE AND MISSION**

The course provides you with the opportunity to learn, in depth, about one of the BRICS' countries, South Africa. It does so by sharing and analyzing knowledge about the past and the current social, political and economic realities of the country known as 'the rainbow nation'. South Africa has had a tumultuous history, scarred by apartheid, from which it continues to recover. Its first post-apartheid leader, Nelson Mandela's legacy continues to shape South Africa.

In addition to learning about South Africa, this course provides you with the opportunity to work on actual consulting engagements with micro-organizations at the base of the economic pyramid. We have partnered with Reciprocity in Cape Town, to work with micro-enterprises that need the additional capacity that you bring. (See <http://www.reciprocity.co.za>.) You will work in small teams, with the support of a 'cultural navigator' from the local community. At the end of the two weeks, you will present your work and receive feedback.

Reciprocity has created and applied its own model of consulting on a variety of projects with successful outcomes across a range of projects and with various students from North American universities.

By the end of the course, you will have (1) gained knowledge about a country and region of increasing global impact, (2) conducted field work by partnering with a micro-enterprise, (3) developed some consulting skills based on a model and process of inclusivity, and (4) increased your own cultural fluency.

**Course Prerequisites** This is Social Science course. BR= None.

### **Materials and Required Readings**

(1) Trevor Noah's autobiography – *Born a Crime*, which is available as an e-book. (2) There are two cases from the Harvard Business School, which are noted with an \*. Most of the readings will be posted on Bb. In addition, I will post current articles on Bb.

### **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. There are five assignments. Details will be posted on Bb.

Work	Weight	Due Date 2019
Analysis of <i>Born a Crime</i> by Trevor Noah	20%	May 12 <sup>th</sup> in the evening
Course Contribution and Journaling	15%	Ongoing – May 31 <sup>st</sup>
Consulting Project Team Deck and Assessment Tool	35%	May 24 <sup>th</sup>
Take-home Exam	30%	June 10 <sup>th</sup>

**Schedule (as of April 12, 2019)**

Class Number	Day/Date	Topic	Readings & Activities
1	Friday, April 5 1:00-5:00	Welcome (Toronto)	Course Overview and Mandatory Safety Session
2	Thursday May 9 PM	Course Expectations, Ground Rules, and South Africa Overview	Read: (1) Philippi Township and (2) World Bank Overview  Welcome session with Pierre and Nico  Welcome Dinner
3	Friday May 10 AM		Documentary and Debrief
	Friday May 10 PM	Base of the Pyramid	Read: (1) Moyo, D. (2013) Why Foreign Aid is Hurting Africa and (2) BoP 395  <i>Prepare: Pearson*</i>
4	Saturday May 11 AM	Social Enterprises and Social Innovation	Read: Hands of Honour  <i>Prepare: Lemon Stand*</i>
	Saturday May 11 PM		City Tour
5 and 6	Sunday May 12 AM and PM	Consulting Models	Read: (1) Turner, A. (1982) Consulting is Consulting Models More than Giving Advice, <i>HBR</i> , September, (2) Checklists from

			Peter Block's Flawless Consulting
7	Monday May 13 AM		Guest Lecturers
Monday May 13 PM		Entrepreneurship	<i>Prepare: (1) The Siphiwo Rengqe Story and (2) The Josh Cox Story</i>
8	Tuesday- Friday May 14-17	Working with Partners, Nico and Pierre	Materials from Reciprocity Consulting
Friday May 17 PM			Robben Island
	Saturday May 18	Free time	
Sunday May 19		Peninsula Tour	
9	Monday- Thursday, May 20-23	Working in the Townships	Materials from Reciprocity Consulting
10	Friday, May 24	Final Presentations with Clients AM	Debrief in PM Closing Dinner
	Saturday May 25	Free Day	
11	Sunday May 26 AM and PM	Debrief	Prepare: Spark Schools:.....*

## COURSE FORMAT AND EXPECTATIONS

### *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 the short papers and team project. 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.

### *For 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; 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).

## **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.

Missed assignments will be addressed on an individual basis and may consist of make-up short papers, etc.

## **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: [accessibility.services@utoronto.ca](mailto: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, 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/Canvas. 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,

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.



