

**BSM 600: *The Business Mature***  
**Winter 2021, Section 011**  
**Class Time, Thursdays 12:00-15:00 via Zoom**

**Professor:** Dr. Naïma Cherchem

**Office:** TRS 3-103

**Online Office Hours on Zoom:** Wednesdays 3:15 - 4:30 & Thursdays 3:30 - 5:00 p.m. by appointment only.

**E-mail:** [naima.cherchem@ryerson.ca](mailto:naima.cherchem@ryerson.ca)

**Course Website:** [my.ryerson.ca](http://my.ryerson.ca) (D2L)

**Prerequisite &/or Exclusions:** BSM200

**Methods of Posting Grades:** D2L content site

**E-mail Usage & Limits:** Students must use the e-mail address listed on the front page to communicate with the instructor. Students must activate and maintain a Ryerson e-mail account which is the only means by which you will receive university communications. See **Policy # 157** found at <http://www.ryerson.ca/senate/policies/> for further information on this issue.

**Remote Teaching with Zoom Technology**

Students are required to have equipment that meets Ryerson University's minimum technology requirement for remote learning. Details can be found at:

<https://www.ryerson.ca/covid-19/students/minimum-technology-requirements-remote-learning/>

**CALENDAR COURSE DESCRIPTION**

This course is a capstone for the minor and thus should be taken as the final course. It focuses on the company as it seeks to dominate its markets. Topics include global expansion, tapping into capital markets, initial public offerings, debt financing, financial control, reporting and accountability, encouraging and managing innovation and change, corporate ethics and social responsibility, reputation management, and strategies to thrive in the dynamic external environment.

This course is not available to programs within the Ted Rogers School of Management.

Lecture: 3 hours; Course weight: 1.00.

**COURSE OVERVIEW**

Students in this course will be able to apply the basic concepts of business learned in earlier business courses to an integrative case related to a mature business. This upper-year course will employ case

method teaching and learning whereby students will be assessed on their ability to apply basic concepts individually while group work will allow for application of these concepts through the use of group workshops that involve the integrative case study and the submission of a detailed analysis of the case.

## COURSE OBJECTIVES

### Upon completion of the course, students will be able to:

1. To apply basic business concepts in the analysis of a business case. *Knowledge and Practical Skills;*
2. To understand the global nature of business and the competitive environment facing mature businesses. *Cognitive and Knowledge Skills;*
3. To recognize the role of capital markets in the financing of business. *Cognitive and Knowledge Skills;*
4. To develop an understanding of how mature businesses maintain accountability through financial and corporate responsibility reporting. *Cognitive and Knowledge Skills;*
5. To recognize the importance of innovation in adapting to changes in the business environment. *Cognitive and Knowledge Skills.*

### BSM students will have achieved the following Learning Outcomes (LO):

1. **TRSM Goal 1 (Creative Industries LO4): Communication:** be able to express ideas and information effectively and accurately using a range of media commonly used in business environments. *Proficient*
2. **TRSM Goal 2 (Creative Industries LO8b): Ethical Understanding and Reasoning:** be able to recognize and analyze ethical problems in order to choose and defend appropriate resolutions. *Proficient*
3. **TRSM Goal 4 (Creative Industries LO6): Group and Individual Dynamics:** Graduates will be able to self manage and perform effectively within heterogeneous teams. *Proficient*
4. **Creative Industries LO7: Apply Skills and Knowledge:** Apply fundamental business and management skills within organizations; integrate an aesthetic sensibility and business acumen to the practical realities of production, promotion, and distribution of commercial or non-commercial cultural products with an understanding of the theoretical and historical underpinnings of one or more creative industry sectors; recognize when more information is required to address the limits of one's own knowledge, abilities, and analyses and determine appropriate next steps. *Proficient.*

## TEXTS & READING LISTS

All required readings to be done prior to the class

- **Selected Readings from Grant, R. M., Jordan, J. J. & Walsh, P. (2015). *Foundations of strategy*. Canadian Edition John Wiley & Sons.**

Additional readings from the following partial list of business periodicals will be posted one week ahead of the related assigned topic.

- Harvard Business Review
- MIT Sloan Management Review
- California Management Review

### Indicative Content

- Competitive business environments
- Innovation and strategic change
- International business
- Finance
- Corporate responsibility (ethical, social and environmental)

### EVALUATION

The assessment strategy is designed to measure individually, and collectively, the ability to apply business theory, tools and techniques in a real-world situation and to demonstrate an understanding of business and business creation. The grade for this course is composed of the mark received for each of the following components:

	Description	%	Week Set	Week Hand in
1	Participation	10	1	All semester
2	Group Case Study Project (group mark)	30	2	12
3	Group Challenges	10	2	All semester
4	Mid-Term Exam	30	1	7
5	Quizzes (Individual Mark)	20	1	3;5;9;11
Total		100		

### PARTICIPATION

Your presence and contribution to in-online class learning is vital. This means being present and prepared, building on others' ideas and being ready to disagree with others and to develop your own position. As part of being respectful to your fellow classmates and to the conduciveness of a good learning environment, you are expected to arrive on time and to be prepared (students will be randomly asked upon to address questions related to the course material). Most importantly, you are expected to take an active role in the discussion by asking good questions (quality, not quantity), and raising interesting points. Your participation grade will principally be assessed based on your individual participation and activity within the team workshops and will contribute to 10% of the student's final grade.

Absence from class or being unprepared means you can't participate effectively. Your participation grade will be impacted as follows:

- Absent or unprepared for 1 class, 1 mark penalty
- Absent or unprepared for 2 classes, 3 mark penalty
- Absent or unprepared for 3 classes, 5 mark penalty
- Absent or unprepared for 4 classes, 8 mark penalty
- Absent or unprepared for 5 or more classes, 10 mark penalty (all marks lost)

### *Ryerson Grade Policy on Attendance*

Students are expected to attend all classes. Ryerson Grade Definitions defines a grade of FNA for failure and non-attendance. The definition of **FNA** (failure, non-attendance) is as follows: "awarded by the

professor when the student has been absent from most course meetings and/or has submitted no work for grading. This grade will be assigned when a student abandons a course without completing a formal withdrawal prior to established deadline dates. This grade is counted as a failure in the calculation of grade point average.”

### **Group Case Study Project**

This exercise is a project where you as the student are responsible for working within a group of 5 students in preparing a case study analysis of a mature firm. Further details regarding the choice of business and specific requirements of the assessment will be provided in week 2. Each student will take responsibility for contributing to their share of the project to be determined collectively by the team for each student member of that team. This assessment is worth a total of 30% of the student’s total grade for the course. The project is due in Week 12 (See Assessment Summary Table) and must be submitted at the beginning of class. Late submissions will be penalized 10% per day. All projects must be submitted to Turnitin.com prior to the start of class in Week 12.

### **Mid-Term Exam**

In week 7 an in-class mid-term exam will be taken that covers the **lecture material from Week 1 to Week 6**. This multiple-choice and short-answers exam is worth 30% of the student’s final grade for the course and will be **comprised of 60 questions and will be 1h30 hour in length**.

### **Quizzes**

Throughout the semester four quizzes will be administered (virtually through D2L) at the beginning of class (see Schedule Table above). Each quiz is worth 5% of the student’s final grade for the course (total of 20%) and each will be comprised of 5 multiple-choice questions and will be 10 minutes in length. Each quiz will relate to the required readings as identified in the Schedule Table.

### **TEACHING METHODS**

The teaching and learning strategy is designed to encourage a deep approach to learning with an emphasis on collaborative learning through the use of working groups and real-world problem solving. The teaching and learning methods may include group exercises, guest lectures and video case studies. The teaching and learning format is designed to emphasize methodology for business and to give students the opportunity to gain experience through the integration of theory and application. The teaching and learning processes will be facilitated by lectures and workshops, which will last a combined 3 hours. The lecture portion will involve the explanation of business concepts of and the workshop portion will involve the application of the concepts using specific exercises.

In order to derive the maximum benefit from weekly lectures students are expected to attend class having read the required material prior to class as per the detailed course content listed below. If absent, students are still accountable for all material, changes and announcements covered in class. **Office hours will not be used in order to repeat course material**. Every effort will be made to manage the course as stated. However, adjustments may be necessary at the discretion of the professor. If so, such alterations will be announced prior to implementation. For more detail, see course content section below. Most handouts

will be made available on D2L after class. Some selected lecture notes will also be made available on D2L but students are still strongly encouraged to take notes, especially from the white board during class lectures.

You may be assigned to complete exercises in class with your group as part of class participation. Your instructor will assign you to breakout rooms in Zoom to facilitate these exercises, and the instructor may visit your breakout room. During class, it is important to complete all group activities in the breakout room, and not via separate software not supported for use in class. If the instructor visits the breakout room and finds that students are not communicating using the breakout room, therefore those students will be marked absent. It is also important to be prepared to present the results of your analysis in these exercises, which will be marked as part of participation.

Participation formats may include but are not limited to: contributing to the chat during class, speaking during class by unmuting your microphone, breakout room exercises, presentations, polls and quizzes in class using Zoom or D2L, and contributing to discussion boards on D2L before or after class.

### **Critical information**

- Due to the nature of the course, students are expected to attend all classes.
- It is your responsibility to clarify any ambiguities that you may find in course materials or this course syllabus - when in doubt, ask.
- Late assignments without justifiable reason will be penalized. If you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from meeting assignment deadlines.
- Assignments submitted to Turnitin.com will only be accepted in Word format. No pictures of text will be accepted, and no other formats will be accepted, including pdf documents.
- Ryerson University requires that any official or formal communications from students be sent from their official Ryerson email account; email from other accounts will be ignored. Similarly, emails from the instructor will be sent only to your Ryerson account.
- It is your responsibility to check posted information on D2L News and Announcements frequently, and emails from the instructor.
- In the event of a Zoom technology outage or crash, guidance will be provided by the instructor on D2L. This may involve sending another Zoom Link or switching to a Google Meet link posted on D2L.

### **Specific format for this online course**

Standards for In-Class Zoom Meetings and Other Virtual Activities:

- Students must first log into the D2L course shell using their Ryerson Matrix email ID and then join the Zoom meeting by clicking on the correct link on D2L (this should prevent Zoom Bombing by outsiders).
- Display a professional head shot of yourself as well as your name if you are not going to keep your video on (these features are accessible from within the Zoom settings).

- Your instructor may record parts of some sessions. You will be notified on Zoom if the session is recorded.
- Mute your microphone until it is your turn to speak.
- When you are speaking, please turn your video on when possible and appropriate.
- For any side conversations please use the Chat feature. Don't assume that the professor is able to track these conversations so be prepared to raise your hand using the correct button within Zoom.
- If you need to gain the attention of the professor beyond raising your hand, please unmute your microphone and say "Question Please".
- Follow professional conduct and be polite.
- Do not share the Zoom link with others.
- Students are not permitted to record any part of a Zoom or other virtual activity session with their professor, whether as part of a lecture or an informal meeting.
- Students are encouraged to employ a virtual background for presentations, and to become familiar with how Zoom works.
- Students are expected to be present and attentive during the class time.
- Students must be prepared to participate in activities by using breakout rooms during class, with the expectation that the instructor and/or a Teaching Assistant may visit the breakout room during exercises.

**TOPICS – TENTATIVE SEQUENCE & SCHEDULE**

<i>Week</i>	<i>Topic</i>	<i>Required Readings<sup>1</sup></i>	<i>Class and Group Activities</i>
Week 1 Jan. 21	<b>Introduction to the Mature Businesses in Creative Industries</b>	Foundations of Strategy Chapter 1. <i>The concept of Strategy</i>	<b>Course Outlines Review</b>
Week 2 Jan. 28	<b>Industry Attractiveness</b>	Chapter 2. <i>Industry Analysis</i> pg.36-58.	<b>Team Creation Team Challenge 1</b>
Week 3 Feb. 4	<b>Appraising Resources and Capabilities</b>	Chapter 3. <i>Resources and Capabilities</i> pg. 80-114.	<b>Quiz 1 (weeks 2 and 3) Team Challenge 2</b>
Week 4 Feb. 11	<b>Creating and Sustaining Competitive Advantage</b>	Chapter 4. <i>The Nature and Sources of Competitive Advantage</i> pg. 134-153.	<b>Team Challenge 3</b>
<b>STUDY WEEK FEB 13-19 NO CLASS</b>			
Week 5 Feb. 25	<b>Encouraging and Managing Creativity &amp; Innovation</b>	Chapter 6. <i>Technology-based Industries and the Management of Innovation</i> pg. 200-210 & pg. 216-220	<b>Quiz 2 (weeks 4 and 5) Team Challenge 4</b>
Week 6 Mar. 4	<b>Corporate Strategy</b>	Chapter 7. <i>Corporate Strategy</i> pg. 242-261.	<b>Team Challenge 5</b>
Week 7 Mar. 11	<b><u>Mid-Term Exam</u></b>		
Week 8 Mar. 18	<b>Industry Evolution and Change</b>	Chapter 5. <i>Industry Evolution and Strategic Change</i> pg.166-184.	<b>Team Challenge 6</b>
Week 9 Mar. 25	<b>Financial Management</b>	Financial supplement	<b>Quiz 3 (weeks 6 and 8) Team Challenge 7</b>
Week 10 Apr. 1	<b>Corporate Responsibility and Reputation Management</b>	Chapter 10: Corporate Responsibility and Sustainability pg. 355-373.	<b>Team Challenge 8</b>

Week 11 Apr. 8	<b>International Business</b>	Chapter 9: Global Strategies and the Multinational Corporation pg. 315-334.	<b>Quiz 4 (weeks 10 and 11) Team challenge 9</b>
Week 12 Apr. 15	<b>Course Summary</b>		<b>Final Group Project Due <u>submission on Turnitin</u>  Team Challenge Finals</b>

## POLICIES AND COURSE PRACTICES

### Course Management

- Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students will be advised, and alterations will be discussed prior to implementation, in class and through an announcement on D2L.
- Students are encouraged to review the Ryerson Senate Course Management Policy which provides a framework of common understanding for students, faculty and staff concerning the structures, processes, objectives, and requirements that pertain to Ryerson undergraduate courses. For more detailed information refer to Policy #145: Course Management Policy at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).
- All communication about the course or material related to the course will be posted on the D2L course site. In addition, all student study resources can be accessed through D2L. Students are expected to check the site regularly for updates.

### Academic Consideration

- Students must submit assignments on time and write all tests and exams as scheduled.
- Assignments submitted for grading will be handed back within two weeks except for the final exam.
- **There will be no penalty for work missed for a justifiable reason. Students need to inform the instructor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.**
- Except in cases of accommodations for disabilities, where documentation is handled directly by the Access Centre, students must fill out an Academic Consideration form and **submit it to their own program office:**

[http://www.ryerson.ca/content/dam/senate/forms/academic\\_consideration\\_document\\_submission.pdf](http://www.ryerson.ca/content/dam/senate/forms/academic_consideration_document_submission.pdf)

In addition, the following procedures must be followed:

- **Medical certificates** – If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see [www.ryerson.ca/senate/forms/medical.pdf](http://www.ryerson.ca/senate/forms/medical.pdf) for the certificate) **to their program office** within 3 working days of the missed assignment deadline, test or examination. The program office will notify the instructor that the documents have been received. It is the student's responsibility to make arrangements with instructor for a make-up exam.



- **Religious observance** – While it is strongly encouraged that students make requests within the first two weeks of class, requests for accommodation of specific religious or spiritual observance must be presented **to their program office** no later than two weeks prior to the conflict in question (in the case of final examinations, within two weeks of the release of the examination schedule). The student must submit a Request for Accommodation form (<http://www.ryerson.ca/senate/forms/reobservforminstr.pdf>) to their program office. The office will notify the instructor when they have received the request form.
- **Other requests for Academic Consideration** which are not related to medical or religious observation must be submitted in writing together with the Academic Consideration form **to**

**the student's program office.** The letter must clearly state the reasons for the request and describe the events or circumstances that seriously impair the student's ability to meet their academic obligations, and that were beyond the student's control. When possible, supporting documentation must be attached to the letter. The office will notify the instructor when they have received the request.

- **Students with disabilities** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre [www.ryerson.ca/accesscentre/](http://www.ryerson.ca/accesscentre/). Before the first graded work is due, students should also inform their instructor through an "Accommodation Form for Professors" that they are registered with the Access Centre and what accommodations are required.
- **Regrading or recalculation** – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.
- Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact with the instructor again after the documents have been submitted in order to make the appropriate arrangements.
- **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**

For more detailed information on these issues, please refer to Senate Policy 134 (Undergraduate Academic Consideration and Appeals) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations). Both can be found at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

### Academic Integrity

- Plagiarism is a serious academic offence and penalties range from zero in an assignment to expulsion from the University. Plagiarism is defined in the Student Code of Academic Conduct as claiming the words, ideas, artistry, drawings, images or data of another person as if they were your own. Also, knowingly assisting someone to commit any form of academic misconduct is itself academic misconduct.
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.

- Students are strongly encouraged to visit the Academic Integrity Website at [www.ryerson.ca/academicintegrity](http://www.ryerson.ca/academicintegrity) for more detail and to refer to Policy #60: Student Code of Academic Conduct at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

### **Standard for Written Work**

- Students are expected to use an acceptable standard of business communication for all assignments. Students are encouraged to obtain assistance from the Writing Centre ([www.ryerson.ca/writingcentre](http://www.ryerson.ca/writingcentre)) for help with written communications as needed.
- For proper citation and style guides visit the Ryerson Library website at <http://library.ryerson.ca/guides/toolbox/style/>

### **Maintaining a Professional Learning Environment**

- Students shall not behave in disruptive ways that obstruct the learning, teaching and work environment.
- See Policy #61: Student Code of Non-Academic Conduct at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/)

### **Examinations**

- All students must display a valid and relevant student photo-identification card during the course of an examination. Students are expected to refrain from bringing cellular phones, personal audio equipment, and other electronic devices into the examination room unless specifically permitted by the course instructor. Students are also not permitted to wear hats or to have food during the exam unless medically required (you may bring water into the exam room provided it is in a transparent plastic bottle without labels).
- For more detailed information on examination policies, refer to Pol#135: Examination Policy at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

### **Academic Grading Policy**

- Evaluation of student performance will follow the established academic grading policy outlined in Policy #46: Policy on Undergraduate Grading, Promotion, and Academic Standing (the “the GPA Policy”) at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/). The grading system is summarized below:

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Percentage Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49