TED ROGERS SCHOOL
Entrepreneurship & Strategy

BSM 100

The New Business: From Idea to Reality

Our goal is to provide students with a deeply experiential and transformative learning experience in a vibrant urban environment. We empower students with a philosophy of entrepreneurial thinking, passion, and action-orientation that they can apply to their lives, their jobs, their communities, and/or their own new ventures.
We ignite students' passions and empower them to achieve extraordinary goals. Canada's pre-eminent and largest entrepreneurship program, we deliver innovative educational programs and support multi-disciplinary experiences across campus with local, national and global impact. We provide access to world-class support and funding for our students' new ventures and are embedded within our community.

entrepreneurship

Department of Entrepreneurship & Strategy

BSM 100: The New Business: From Idea to Reality

Winter 2023 Section Tuesday. 3-6 pm

Instructor Information

Lecturer:	Patti Pokorchak, MBA
Office Telephone:	416-951-3842 (text first as my phone is usually off)
E-mail Address:	pattipoker@torontomu.ca
Office Hours: held via Zoom but please email me for date/time	Flexible – email or text me for a time

Email Policy

Students must use the e-mail address listed above to communicate with me. Students must activate and maintain a Toronto Metropolitan e-mail account which is the only means by which you will receive university communications. See Policy # 157 found at https://www.torontomu.ca/senate/policies/ for further information on this issue.

Note: In accordance with the Policy on E-mail Accounts (Policy 157), Toronto Metropolitan University (TMU) requires that any electronic communication by students to TMU faculty or staff be sent from their official university email account. However, I will only respond to e-mails with the **course code** in the subject line. For example, all e-mails must have F2022BSM 100 in the subject line. Also please read the course outline before sending an email. Course related information is in the course outline.

Course Description

BSM 100 is the first course in a series of three tracing the evolution of an existing Canadian-based public company from inception to current state. This course focuses on the steps necessary for the idea of a visionary to be transformed into a viable business. Topics include idea generation, understanding the market and customer needs, analyzing the competition, the transition from an informal to a formal organizational structure, financing the business, developing realistic budgets and operating within the political, economic, legal and socio-

cultural constraints of the external environment. This course is not available to programs within the Ted Rogers School of Management.

Prerequisite(s)

There is no prerequisite for this course.

Course Details

Course Overview

Students in this course will be introduced to the basic concepts of business creation including business environment, business development, and business promotion. This first-year course is designed to address these concepts at a rudimentary level and as a precursor for further and deeper learning in more advanced courses in the management discipline. Students will be assessed on these basic concepts individually while group work will allow for application of these concepts using workshops that involve case studies and the application of the topics discussed in class.

Teaching Methods

Case Method – Netflix, Inc.

This course will rely extensively on the case method, which uses real-world examples to illustrate common business issues and encourages students to explore the alternatives available to address them. The course will make use of various business opportunities and challenges related to a single business within the creative industries: Netflix, Inc.

Netflix is currently a U.S.-based media company that provides the world's leading Internet entertainment service, with over 220 million subscribers worldwide. But it wasn't always. When founded in 1997, it was a small player in the rental business of movies for personal use. Over the years, the company has undergone several transformations in its services (aka pivots), revenue model, business environment, operations and structure during the journey to becoming the global media giant we know today.

In compliance with the stated objectives, this course will focus primarily on the company's early years, including: the initial business opportunity identified by the founders; the launch of their first service; the reaction of competitors and the industry; raising venture capital and their initial public offering; changes to their leadership team and corporate structure; and, the business decisions leading to the eventual introduction of their streaming service in 2007.

Class Structure

In person classes will be held for the scheduled class-time. Students are expected to attend during this time. Each week, there will be two components to the class. These are:

Content presented by instructor (approximately first half of class):
- Each class will include interactive lecture segments on the business topic outlined in the class schedule. The topic will first be outlined in broad terms, then applied specifically using examples, cases and other resources for greater context.
- The lecture may incorporate several teaching and learning methods, such as presentations, and guest speakers.
- The lecture may also refer to various materials, including readings from academic journals and professional publications, videos and popular media.
- Students are encouraged to ask questions and supply examples to ensure they understand the topic and its importance to business.

  - Note that this content builds on the required weekly readings. The content will often be provided in advance of the scheduled class-time, and students may peruse it in advance if they wish.

Group Workshop (second half of class, after a short break):
- Students will be assigned exercises and given sufficient time to discuss and complete them in their groups during the class.
- In the first class, you will be divided into groups of six (6) students. These groups will be maintained throughout the course.
- By the end of the time allocated to the exercise, each group must submit their work into the appropriate folder in D2L.
  - Following the group workshop, the class will reconvene to discuss the results of the exercise.
  - These discussions will be guided by student groups who will present the results of their work.
  - Three (3) to four (4) groups will be chosen at random to present during each class. Each group will be required to present at least once over the course of the term.

Course Materials

Textbook

Nickels, W. G., McHugh, J. M., & McHugh, S. M. (2022). *Understanding Business (11th edition),* **McGraw-Hill: New York, NY.**

This textbook will be made available online and as a digital smart book through the **McGraw-Hill Connect** online assignment and assessment platform. Within the assigned readings, the digital smart book will highlight the key topics that you should focus on, and provide links to additional support resources, such as videos. The platform also includes brief assignments to help you gauge your comprehension of the assigned readings.

After you have purchased the smart book resource (there is a slide presentation posted in D2L with instructions on how to do this), you can access the smart book.

Additional Materials

Additional materials, such as videos, case studies, readings and other resources may also be made available in D2L Brightspace as per the topics outlined in the class schedule below. In order to derive the maximum benefit from weekly lectures, students are expected to attend class having read the provided material prior to class.

Course Objectives

The objective of this course is to create a learning environment that will enable students to:

1. develop an understanding of business;
2. understand the issues facing an entrepreneur starting a business;
3. develop insight into the variables that underpin a successful business: marketing, finance, team/structure, and operations; and
4. develop an understanding of where business fits into society and what contributions it can make.

Upon completion of the course, BSM students will have achieved the following Learning Outcomes:

- **TRSM Goal 1 - Communication**: be able to express ideas and information effectively and accurately using a range of media commonly used in business environments.
- **TRSM Goal 2 - Ethical Understanding and Reasoning**: be able to recognize and analyze ethical problems in order to choose and defend appropriate resolutions.

- **TRSM Goal 4 - Group and Individual Dynamics**: Graduates will be able to self manage and perform effectively within heterogeneous teams.

Use of Turnitin for originality detection

Turnitin.com is an originality detection and plagiarism prevention service to which TMU subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something is original/plagiarized.
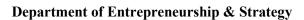
Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have student's papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Topics and Course Schedule

Date	Topic	Activity
Week 1: Tues. Jan. 17	**The role of business in the economy and society** **Learning Objectives** • understand the importance of business fundamentals to value creation • identify business stakeholders and their importance to organizations • explain importance of entrepreneurship • familiarity with five factors of production Understanding the course outline, eConnects *Preparatory Reading:* Chapter 1 - sections L01, L02, L03	Teams formed for in-class group work **(in-class group work submission #1)**

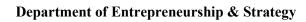|		

Week 2:
Tues. Jan. 24
	Business Opportunities
	Learning Objectives
	    • Understand how ideas are discovered and evaluated
	    • Understand creating value for customers
	    • Recognize what makes a good business idea
	
	Preparatory Reading:
	    Chapter 15, L01, Netflix case
	
	Guest Speaker: Chuks Eresia-Eke
	Associate Professor at University of Pretoria, South Africa – Pilllars of Business Success
		Identify Netflix's unique value proposition **(in-class group work submission #2)**

Week 3:
Tues. Jan. 31
	Business Models
	Learning Objectives
	    • Identifying customers
	    • Understand how businesses make money
	    • Understand how the Business Model Canvas captures the fundamentals of a business
	
	Preparatory Reading: Chapter 14, L03
		Develop Netflix's Business Model Canvas **(in-class group work submission #3)**

Week 4:
Tues. Feb. 7
	Understanding Business Environments
	Learning Objectives
	    • understand six elements of business environment
	      • understand capitalism, free markets
	      • understand socialism, communism
	      • describe Canada's mixed economy
	
	Preparatory Reading:
	Chapter 2 - sections L02, 03, 04, review
	Chapter 1 - LO4
		Analysis of Netflix's business environment **(in-class group work submission #4)**

Week 5: Tues. Feb. 14	<u>**Entrepreneurs**</u> **Learning Objectives** - explain what motivates people to become entrepreneurs - describe attributes of successful entrepreneurs - explore common myths about entrepreneurship - understand the importance of small business <u>Preparatory Reading:</u> Chapter 7 - section L01, L02	
Week 6 Tues. Feb. 21	**Study Week – No Class!!**	
Midterm Exam date TBC	**Midterm exam – date to be confirmed (TBC) (material covered from Weeks 1-5)**	

Week 7: *Tues. Feb 28*	<u>**Introduction to Marketing**</u> **Learning Objectives** - define marketing, understand its components - Describe the product life cycle - Understand how new products are introduced - Understand market segmentation, differences between business and consumer markets • understand consumer behaviour *Preparatory Reading:*	Profile Netflix's target customer **(in-class group work submission #5)**

	Chapter 14 - L01, LO2, LO3, L04, L05, L06	
Week 8: *Tues. Mar. 7*	**Marketing Strategy** **Learning Objectives** • Understand how businesses get customers • describe the four Ps of marketing • understand pricing strategy • understand marketing channels • understand approaches to product promotion *Preparatory Reading:* Chapter 15 - sections LO1, LO2, L03, L04, L05 Costumes are optional	Assess Netflix's Four Ps **(in-class group work submission #6)**
Week 9: *Mar 14*	**Financial Management of Business** **Learning Objectives** • Describe role of accounting and financial information for a business • understand major financial statements • Identify key performance metrics • Understand business financing needs • Identify sources of short and long term financing *Preparatory Reading:* Chapter 16 - sections L01, L04 Chapter 17 - sections L03, L04, L05	No submission
Week 10: *Mar 21*	**Responsible Business** **Learning Objectives** • Explain how behaving ethically goes beyond obeying the law • Understand approaches to assessing ethical behaviour • Understand corporate social responsibility and the Triple Bottom Line *Preparatory Reading:*	**Group Work: Prep questions to ask guest speaker next week** ==**Upload questions to D2L**==

	Chapter 5 - sections L01, L02, L03, L05	

Week 11: Mar 28	**How to Start a Business** **Learning Objectives** - How to access business resources - Awareness of available support programs - Understand business structures: sole proprietorship, partnership, corporations, franchising *Preparatory Reading:* Chapter 6 - LO1, LO2, LO3, LO4	
Week 12: April 4	**Course Summary** 　　　　Review and exam preparation	

Evaluation

Assignments and Grading

Assessment Weighting Breakdown

Evaluation Component	Percentage of Final Grade
Participation	10%
In Class Group Work	30%
Midterm Test	25%
Final Exam	35%
Total:	100%

Participation (10%)

Active engagement in classroom discussions is vital to your success in this course. You must read the assigned materials in advance of class in order contribute meaningfully to classroom discussions. Therefore, participation marks will be assigned based on the completion of the preparatory reading and responding to the corresponding question(s).

Readings and assignments must be completed before the start of class for marks to be earned. Engaging in class is essential to a great mark.

In-Class Group Work (30%)

Groups of six (6) students will be created by the instructor in the first class and together complete six (6) assigned exercises over the course of the course, as indicated in the class schedule below. Each week, one copy of the group work per group must be submitted before class reconvenes for the discussion phase of the class. Each group work submission is worth six (6) marks. The top five (5) out of the six (6) submissions will be counted towards the final grade (30 marks in total).

The assignment will be provided in the class on the day of the assignment and must be submitted to the appropriate folder in D2L. Each student must contribute to completion of the assignment at the time the assignment is made available to earn group work marks. **It should be noted that listing the name of a group member who is not participating is considered academic misconduct.** No late group work submissions will be accepted without authorization by the instructor and will require grounds for academic consideration, as described below.

Mid-Term Exam (25%) – will be online on D2L

The midterm test will be held on a date to be confirmed. It will be an open-book test on all course material covered in weeks 1 through 5, inclusive.

This will include all materials discussed in class and the assigned readings. The exam will consist of short answer questions that test your understanding of course concepts, including application of the concepts to real world scenarios.

You should expect to do some writing, which should be clear, concise, and well structured. Students must work on their exam independently without seeking the input or help of anyone else. Submissions are due at the indicated time. Late submissions will only be accepted with the Instructor's prior permission and in circumstances where Academic Consideration is warranted (see below for further details).

Final Exam (35%) - will be online on D2L

The final exam will be written during TMU's normal final exam period (date and time to be determined). This exam will cover all course material, including lectures, assigned readings, and previous assignments but be weighted towards the second half of the course.

The final exam format will be similar to the mid-term exam: open-book, short answer questions designed to test understanding of course concepts and their application. Standard exam rules and conditions will apply. Submissions are due at the indicated time. Late submissions will only be accepted with the Instructor's prior permission and in circumstances where Academic Consideration is warranted (see below for further details).

Additional Comments

- Professional communication is expected; poorly written emails or assignments may receive a grade of zero.
- Professional behaviour during class is expected. You are expected to arrive on time for class and attend all classes. Missing four (4) or more classes during the course, without permission, will result in failure of the course.
- Students shall not behave in ways that are disruptive to the learning, teaching and work environment. See Policy #61: Student Code of Non-Academic Conduct at https://www.torontomu.ca/senate/policies/
- Be sure to keep an extra copy of all assignments that you hand in.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- There is zero tolerance policy with respect to the use of mobile phones in the class. Mobile phones must be put away. Texting or using a mobile phone for any purpose whatsoever during class is considered disruptive.
- Please arrive on time and avoid leaving the class during lectures or discussions. Walking in and out during class or before class has been formally dismissed is considered disruptive behavior.

Academic Integrity

- Plagiarism is a serious academic offense 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 https://www.torontomu.ca/academicintegrity/ for more detail and to refer to Policy #60: Student Code of Academic Conduct at https://www.torontomu.ca/senate/policies/.

Standard for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments.
- For proper citation and style guides visit the Ryerson Library website at https://library.torontomu.ca/guides/style/

• 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/.

Definition	Letter Grade	Grade Point	Percentage Range
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

University Policies

Students are required to adhere to all relevant university policies found in their online course shell in D2L and/or on the Senate website.

Department Policies

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.
- 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.
- Familiarize yourself with the tools you will need to use for remote learning. The Continuity of Learning Guide for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.

Standards for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments, in-class discussions, and communication with the site companies and professors. This includes all email communication with the professor and other students, as well as group chats. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment. However, any student who provides a prior draft corrected by TMU Student Writing Support will not be penalized.***
- You are encouraged to obtain assistance from Writing Support for help with your written communications as needed. (See the Library for APA style guide references). ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of***

zero, no grade or unread. Please be sure to use Writing Support (and/or use Grammarly) if you need it!

Professionalism

Your participation in the all components of this course reflects on the professionalism and reputation of you, your group members, this course and program, and Toronto Metropolitan University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. For the purposes of this course, unprofessional behavior includes, but is not limited to, any of:

- Missing student and instructor meetings without giving reasonable notice and reason.
- Not participating fully in group activities in class and for assignments, which may be measured by peer evaluations or group reports submitted to instructors.
- Toronto Metropolitan University policies provide accommodation for a variety of circumstances, and seek to avoid bias of several kinds. You are expected to adhere to these policies in your group work and in interactions with students and professors. It is your responsibility to understand these policies, including religious accommodation, academic accommodation, and what constitutes bias for equity-deserving groups.

Important Resources Available at Toronto Metropolitan University

- **The Library** provides research workshops and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or students can use the Library's virtual research help service at https://library.torontomu.ca/ask/ to speak with a librarian.
- **Student Life and Learning Support** offers group-based and individual help with writing, math, study skills, and transition support, as well as resources and checklists to support students as online learners.
- You can submit an **Academic Consideration Request** when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the Senate website and select the blue radial button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request).

  Please note that the Provost/ Vice President Academic and Dean's approved a COVID-19 statement for Fall 2022 related to academic consideration. This statement will be built into the Online Academic Consideration System and will also be on the Senate website (www.ryerson.ca/senate) in time for the Fall term:
  Policy 167: Academic Consideration for Fall 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are required to

provide a health certificate. All absences must follow Senate [Policy 167: Academic Consideration](#).

Also NOTE: Policy 167: Academic Consideration does allow for a once per term academic consideration request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. If the absence is more than 3 days in duration and/or is for a final exam/final assessment, documentation is required. For more information please see Senate [Policy 167: Academic Consideration.](#)

- [TMU COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
- [TMU COVID-19 Vaccination Policy](#)
- If taking a remote course, familiarize yourself with the tools you will need to use for remote learning. The Remote Learning guide for students includes guides to completing quizzes or exams in D2L Brightspace, with or without [Respondus LockDown Browser and Monitor](#), [using D2L Brightspace](#), joining online meetings or lectures, and collaborating with the Google Suite.
- Information on Copyright for [Faculty](#) and [students](#).

Accessibility

***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/. 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.

- Academic Accommodation Support

Academic Accommodation Support (AAS) is the university's disability services office. AAS works directly with incoming and returning students looking for help with their academic accommodations. AAS works with any student who requires academic accommodation regardless of program or course load.

- [Learn more about Academic Accommodation Support](#)
- [Learn how to register with AAS](#)

Academic Accommodations (for students with disabilities) and Academic Consideration (for students faced with extenuating circumstances that can include short-term health issues) are governed by two different university policies. Learn more about [Academic Accommodations versus Academic Consideration](#) and how to access each.

Wellbeing Support

At Toronto Metropolitan University (TMU), we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis.

If you are experiencing a mental health crisis, please call 911 and go to the nearest hospital emergency room. You can also access these outside resources at anytime:

- Distress Line: 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416–408–4357)

- Good2Talk: 24/7-hour line for postsecondary students (phone: 1-866-925-5454)

- Keep.meSAFE: 24/7 access to confidential support through counsellors via My SSP app or 1-844-451-9700

If non-crisis support is needed, you can access these campus resources:

- Centre for Student Development and Counselling: 416-979-5195 or email csdc@ryerson.ca

- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email osvse@ryerson.ca

- Medical Centre: call (416) 979-5070 to book an appointment

We encourage all Toronto Metropolitan University community members to access available resources to ensure support is reachable. You can find more resources available through the Toronto Metropolitan University Mental Health and Wellbeing website.