

TED ROGERS SCHOOL

Entrepreneurship & Strategy

BSM200 – 031, 041

The Growing Bus: Breaking Even.

Winter 2023

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.



The Growing Business: Breaking Even
Winter 2023
031- Tuesday 12noon-3pm, ENG LG05
041- Wednesday 3pm-6pm, EPH 142

INSTRUCTOR INFORMATION

	Dr. Ranjita Singh
Office Telephone:	Please use email.
E-mail Address:	ranjita.singh@torontomu.ca (preferred)
Office Location:	Virtual
Consultation Hours:	By appointment only – Tuesday 11am-12noon, Wednesday 2pm-3pm.

NO PREREQUISITES: none

E-mail Communication: Students must use the e-mail address listed on the front page to communicate with the instructor. Students must activate and maintain a Toronto Metropolitan University 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.

CALENDAR COURSE DESCRIPTION

This second required course in the Business Essentials Minor focuses on the firm as it progresses beyond its start-up phase and embraces a more management-focused orientation. Topics covered include governance structures, leadership, human capital recruitment, development and retention, financial stewardship, essential financial tools for decision-making, operations management, industry analysis, strategy development and execution.

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 introduced to the basic concepts of business growth including growth strategies, strategic planning, and all business functions required to grow a business. 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 through the use of group workshops that involve case studies and discussions regarding a growing business.

COURSE OBJECTIVES

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

- To express ideas (orally and in writing) effectively and accurately including the use of the range of media widely used in business environments.
1. Synthesize, analyse and interpret a range of information using qualitative and quantitative techniques for the purposes of making sound and ethical business decisions.

2. Integrate business functions, practices and related theories in order to address business problems and advance strategic business decisions. Demonstrate effective self-management and perform effectively within heterogeneous teams.
3. Apply basic accounting and financial concepts and forms of analysis to interpret business situations and decisions.

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

1. **TRSM Goal 1 and Creative Industries LO 4a and 4b: Communication:** be able to express ideas and information effectively and accurately using a range of media commonly used in business environments. Verbally and in written form, communicate within and to creative enterprises, academia, and industry effectively and persuasively. *Reinforce*
2. **TRSM Goal 2 and Creative Industries LO 8b: Ethical Understanding and Reasoning:** be able to recognize and analyze ethical problems in order to choose and defend appropriate resolutions. *Reinforce*
3. **TRSM Goal 4 and Creative Industries LO 6: Group and Individual Dynamics:** Graduates will be able to self-manage and perform effectively within heterogeneous teams. *Reinforce*
4. **Creative Industries LO 7: 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. *Reinforce*

EVALUATION

The assessment strategy is designed to measure individually, and collectively, the ability to apply business growth theory, tools and techniques in a real-world situation and to demonstrate an understanding of how a business manages the growth stage to its eventual maturity.

Assessment Summary

Description	%	Week Due
Weekly participation (Individual mark- be physically present and contribute to group work with names on the submission)	09	Weekly
Academic Integrity Quiz on D2L	01	To be completed by March 04
Mid-term Test (Individual Mark)	30	Wk 6 (Mar 4, 10am-12pm)
Group Strategic Growth Plan (Group Mark)	20	Wk 11 (11.30 pm. On the day of your class)
Final exam (Individual Mark)	40	Toronto Met. University Exam Period
	100	

Participation (9%)

Attendance for the entire class is mandatory. Being present and attentive during classes is the easiest way to learn. Students are expected to arrive on time for class with the readings for the day completed. You should be ready to discuss the material, including asking any questions you have about the material.

Students will form groups of 6 for the duration of the course and within these groups respond to the challenges given during each class. Participation will be evaluated by short answer submissions made by the student group during the class. It is the student's responsibility to ensure they are part of a group to earn participation marks. All members of the group present at the time the submission sheets are made public will be awarded up to one point per weekly submission, provided a reasonable answer(s) to the question(s) posed are made. The topic of the submissions will be announced in class and be due by the end of the class - submissions to D2L. Group members not present in class while the assignment is completed will not be awarded grades for that week's submission. **It should be noted that listing a student on the attendance sheet who is not present is academic misconduct.**

Toronto Metropolitan University Grade Policy on Attendance

Students are expected to attend all classes. Toronto Met's Grade Definitions defines a grade of FNA for failure due to 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 Project (20%)

This exercise is a project where you as the student are responsible for working within a group of Approximately 6 students in analysing a Case Study of a growing business. Further details regarding the project and specific requirements of the assessment will be provided in week 3. This assessment is meant to present your analysis to help the company plan for strategic growth and is worth 20% of your total grade for the course. A late submission will be penalized one letter grade per day (e.g., "B+" becomes "C+" in the first 24 hours after the deadline, becomes "D+" in the next 24 hours, and becomes "F" thereafter - "late" is defined as one minute after the deadline). All projects **must** be submitted to D2L by 11.30pm **on the day of your class.**

It is also useful to **keep notes** about **group attendance and participation** and in case members are missing, make a note of that. Students experiencing challenges with working in groups should try to resolve these challenges as soon as they arise. The instructor is available for guidance with team challenges but only well in advance of the due date of the assignment (i.e. not a few days before the due date). This is a group project and the finished work should reflect that. All students will receive the same grade for the assignment except in extenuating circumstances as decided by the instructor. Please hand in an individual peer assessment form with your assignment in D2L.

Mid-Term Test (30%)

In week 6 (March 4 from 10am -12noon), a mid-term test will be taken that covers the course material from the first 5 weeks. This test is worth 30% of your final grade for the course and will be 2 hours in length. It will consist of multiple-choice questions, and breakeven questions.

Final Exam (40%)

This 3-hour exam will be written during Toronto Met. University's normal final exam period (date and time to be determined) and will comprise multiple choice questions and short answer questions related to ALL of the material covered during the course, including financial ratio analysis, with an emphasis on the second part of the course.

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 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.

TEXT AND READING LIST

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

This textbook will be available online and as a digital smart book through the **McGraw-Hill Connect** online assignment and assessment platform. Within the assigned readings indicated below, 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.

If you don't already have access to this resource, in order to get access to this resource, you must purchase access through the Toronto Met.'s bookstore.

After you have purchased access to the textbook, you will be able *to see it* online on D2L 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.

Other readings for the course can be found in D2L under Resources>Library e-Reserves. This will lead you to the textbook:

Hess, Edward, *Grow to Greatness: Smart Growth for Entrepreneurial Businesses*. Specific readings are indicated in the class schedule below. And also available through the Toronto Met. library at the following link:
<https://ebookcentral-proquest-com.ezproxy.lib.ryerson.ca/lib/ryerson/detail.action?docID=871527>

You can either read this book online or download PDF chapters.

Additional readings, including articles, cases or exercises may be posted in D2L and/or the course outline.

From time to time, the instructor may make personal material available to students including informal notes, powerpoint slides and other guides that may assist students in succeeding in the course. Unless explicitly stated to the contrary, these are provided only for use by students while taking the course and no rights are given for reproduction or sharing with others outside of the class.

TOPICS – TENTATIVE SEQUENCE & SCHEDULE (some slight alterations possible)

For each week's class, there are materials you should read or review prior to coming to class.

These are listed with each week, and can be found in one of the following places:

Text: Nickels. Understanding Business on Connect site at McGraw Hill.

Online: links provided in this course outline or available through the library in D2L under Resources>Library eReserves.

<i>Week</i>	<i>Topic</i>	<i>Readings¹</i>	<i>Group Workshop Activities</i>
1 Jan 17, 18	Introduction to the Growing Business.	1) Five stages of growth in Business, Scott & Bruce Long Range Planning, 1987, Vol Issue 3 2) Why Entrepreneurs don't Scale. Harvard Business Review, Dec 2002, John Hamm 3) Grow to Greatness book. Ch1. Pgs 5-12 Hess Ed	https://library.torontomu.ca/ Type in the name of article in the search option. In case of a book, type in the name of the book. https://journals-scholarsportal- info.ezproxy.lib.ryerson.ca/details/00246301/v20i0 003/45_fsogisb.xml https://hbr.org/2002/12/why-entrepreneurs-dont- scale Challenge - form groups, find tools to make group work go more smoothly
2 Jan 24, 25	Leadership and Governance when engaging in growth	Book: Grow to Greatness. Ch3 and Ch5	Challenge - Factors in Netflix decision to grow
3 Jan 31, Feb 01	Growth and Strategic Planning	Nickels et al, (Connect) Ch8, L01, L02, L03, L04. Ch 11, L01, L02, L03, L04.	Strategic Plan – Strategy development Challenge- Elements of Netflix strategic plan
4 Feb 7, 8	Growth and Marketing (Promotion)	Nickels et al, Ch9, L01, L02 L03, Ch 15, L05	Strategic Plan – Communication strategies Challenge- Netflix promotional approach
5 Feb 14, 15	Growth and Marketing (Distribution and Pricing)	Nickels et al, Ch15, L02, L03, L04	Strategic Plan – Distribution and pricing strategies Challenge: Netflix BreakEven Analysis
Reading Week	Break	February 20-24	NO Class
6 Mar 4	MIDTERM TEST	2 hours. Weeks 1-5 (Please note Growth and Human Resource Management is not included for Midterm)	
7 Mar 7, 8	Growth and Human Resource Management	Nickels et al, Ch12, L01, L02, L03, L04, L05, L06	Strategic Plan – Organizational Structure Challenge- Netflix's HR challenge
8 Mar 14, 15	Financing Growth	Nickels et al, Ch 17, L01, L02, L03, L04, L05; Ch 16 L05	Strategic Plan – Financing proposal. Challenge: Financial Analysis for Netflix
9 Mar 21, 22	Growth and Operations	Nickels et al., Ch10, L02, L03, L04, L05	Strategic Plan – Value Stream Map Challenge: Assess Netflix operations for efficiency.
10 Mar 28, 29	Growth and Information Technology	Nickels et al, Appendix A (43-65)	Challenge - Find a use for an emerging technology that could increase Netflix's operational efficiency. <u>AND Bring your questions on your Group Case</u>
11 Apr 4, 05	Business Law	Nickels et al, (Connect), Online Supplement 1	Challenge - Consider intellectual property concerns for a growing business. Submissions for group project due today by 11.30 pm.
12 Apr 11	Review		

Final Exam - During Exam Period April 17 - 29, 2023.

1. All required readings to be done prior to the class

TEACHING METHODS

In compliance with the objectives, various teaching techniques will be used. These may include lectures, case studies, biographies, research papers, classroom discussions, documentary videos, and the use of the Socratic Method*, and other activities. 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 detailed in the weekly Class Content above. One of the goals of any course is to encourage the development of free thinking, rational men and women. One of the best methods of education is a directed readings course wherein the professor selects important reading material and then students and the professor converse with one another and actively participate in the discussion of the important issues contained in the readings. As in all courses, what a student gains from having taken the course will, in large measure, depend on what the student puts into the course.

*In the Socratic Method of teaching, the student is expected to have read assigned materials by the date specified by the professor. On a weekly basis, the professor will use the Socratic Method to orally examine students over the assigned reading material. The student's grade will be affected by the quality of his or her participation to the oral discussions over the reading assignments and any subsequent discussion of the assigned materials.

If absent, students are still accountable for all material, changes and announcements covered in class. It is advisable to make a friend or two in class to find out what was missed in case of absence. 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. 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 during class lectures.

ADDITIONAL COMMENTS:

1. Professional communication is strictly enforced; poorly written emails or assignments may be discarded and/or receive a grade of zero.
2. Professional behaviour during class is expected. You are expected to arrive on time for class and attend all classes.
3. Be sure to keep an extra copy of all assignments that you hand in. You are responsible for obtaining and keeping a copy of the Turnitin receipt you receive for submitting to D2L. This may be necessary to address any discrepancies in submissions.
4. It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
5. Assignments are due on the dates and at the times specified; if you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from assignment deadlines.

Policies and Course PRACTICES

Standards for In-Class Zoom Meetings and Other Virtual Activities

- Students must join the Zoom meeting using their Toronto Met. U. credentials and the Zoom app in order to use all the Zoom features of the class.
- 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".
- Do not annotate others unless requested to do so.
- 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, joining online meetings or lectures, and collaborating with the Google Suite.

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 Toronto Met's 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 Toronto Met's undergraduate courses. For more detailed information refer to Policy #145: Course Management Policy at <https://www.torontomu.ca/senate/policies/>
- All communication about the course or material related to the course will be posted on the Blackboard course site. In addition, all student study resources can be accessed through Blackboard. 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:**

https://www.torontomu.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 (<https://www.torontomu.ca/senate/forms/medical.pdf>) **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 (<https://www.torontomu.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 <https://www.torontomu.ca/accommodations/>
- 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 167 (Academic Consideration) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations). Both can be found at www.torontomu.ca/senate/policies/
- At Toronto Met. U., 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. Below are resources we encourage all Toronto Met. U. community members to access to ensure support is reachable. <https://www.torontomu.ca/mental-health-wellbeing>
If support is needed immediately, you can 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)

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 <https://www.torontomu.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. It is an academic misconduct if your actions help others to commit academic misconduct.
- 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/>.

IT IS EXTREMELY IMPORTANT FOR STUDENTS TAKING BSM 200 TO READ AND REREAD THE STUDENT CODE OF ACADEMIC CONDUCT. Should your work reflect instances of plagiarism or other academic misconduct, **it will get a grade of ZERO regardless of the extent of academic misconduct.**

Standard 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. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment.***

Students are encouraged to obtain assistance from the Writing Centre (<https://www.torontomu.ca/student-life-and-learning/learning-support/writing-support/>) for help with written communications as needed.

- For proper citation and style guides visit the Toronto Met.'s Library website for APA style guide references at <https://library.torontomu.ca/guides/style/> ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread.***

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 <https://www.torontomu.ca/senate/policies/>

Your participation in the external practicum components of this course reflect on the professionalism and reputation of you, your group members, this course and program, and Toronto Met. U. University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. Unprofessional behaviour will result in a grade of F in this course, your individual component grades notwithstanding.

Examinations

- For more detailed information on examination policies, refer to Pol#135: Examination Policy at <https://www.torontomu.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 GPA Policy”) at <https://www.torontomu.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

Other Resources at Toronto Met.

[Academic Advising site](#) > Personal Support Resources and <https://www.torontomu.ca/humanrights/>