

(C)ITM 410 – Business Process Design

COURSE OUTLINE FOR 2025-2026

Prerequisite(s): (C) ITM100 or (C) ITM102 or in the 2-Year Business Technology Management Ontario College Diploma Graduate Program

Faculty/Contract Lecturer Information

- **Faculty/Contract Lecturer Name:**
- **Office Location:**
- **Office Hours:**
- **Phone:** (416) 979 – 5000, ext.
- **Course Website:** my.torontomu.ca (for courses using D2L)
- **Email Address:**

Email Policy

Students are expected to monitor and retrieve messages and information sent through D2L and TMU email on a frequent and consistent basis. In accordance with the Policy on TMU Student 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. Communications sent from other accounts may be disregarded.

Course Description

This course introduces the principles of business process design for performance improvement. A systematic approach is used to teach students how to develop the design requirements for new business process architectures. Emphasis is placed on how to evaluate business process problems, analyze and design business processes to ensure organizational efficiency and effectiveness when new technologies are implemented. Opportunities for process improvement are based on the business strategy, the value proposition, improvement objectives of the organization, and the implementation of off-the-shelf software systems (e.g., ERP, CRM, SRM). This course is intended to develop students' understanding of, and competence in the use of appropriate methods, tools and techniques of process analysis and design for organizational improvement. To ensure the development of the necessary competencies, students will work on a case study and use state-of-the-art business process frameworks, analysis and design methodologies and appropriate software tools to analyze, simulate and design business process solutions.

Course Details

Teaching Methods

If you are registered in an in-person or a virtual classroom, instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. If you are registered in a Chang School Distance Education course, please follow the schedule, course outline and learning modules as outlined in D2L Brightspace.

Note: All assessments in this course, regardless of its delivery format, will be held in-person on campus. This applies to in-person, virtual, and online courses, including sections/courses delivered through the Chang School.

Course Materials

Title: MindTap Accounting, 1 term (6 months) Instant Access for Gelinas/Dull/Wheeler/Hill's Accounting Information Systems, 11th Edition Author: Ulric J. Gelinas; Richard B. Dull; Patrick Wheeler; Mary Callahan Hill
ISBN-10: 1-305-97137-X
ISBN-13: 978-1-305-97137-0
Price: \$99.95

Course Learning Outcomes

The pedagogical approach for this course is Outcomes Based Action Learning. The processes of a case company or the actual small businesses are analyzed and improved by the teams of students working on their term projects. The material discussed in lectures provides context for that analysis. This course utilizes appropriate business process modeling methods and techniques that are commonly used during the review of business process integrity, efficiency, effectiveness or the financial analysis of the company's performance.

The learning objectives for students enrolled in this course are: (1) Building a detailed knowledge about the business process architecture and its role in the value chain; (2) Creating design competence for analyzing and re-engineering business processes; (3) Reinforcing business process specifications for the implementation or outsourcing of business processes; (4) Developing skills for writing business case reports for business process design and re-engineering initiatives.

Learning Outcomes:

Upon completion of the course, it is expected that you will be able to:

1. Define the value chain business process architecture for any type of enterprise
2. Understand and apply methodologies and tools used to design and improve business process and integrate technology, such as data flow diagrams, flowcharting control matrix
 - a. identify business process improvement opportunities and/or problems,
 - b. Design new business processes to realize specific strategic goals,
 - c. Evaluate workflow and business process improvements,
 - d. Evaluate alternative approaches for realizing value chain activities
3. Identify issues related to organizational change processes needed for successful business process re-engineering and systems implementation
4. Develop a business case report for business process implementation, management or outsourcing.

There is heavy emphasis in the course on class participation and teamwork

Academic Integrity

Academic integrity is integral to your learning, the credibility of your degree or certification, and the integrity of the university as a whole. [Senate Policy 60: Academic Integrity](#) defines academic misconduct, provides a non-exhaustive list of examples of behaviours that may be considered as academic misconduct, and explains how academic misconduct concerns are evaluated and decided. The entirety of the policy applies in this course. As well, please note that submitting work created in whole or in part by artificial intelligence tools unless expressly permitted by the faculty/contract lecturer, is considered a violation of Policy 60.

Generative AI Course Policy, Plagiarism Detection, and Virtual Proctoring

Generative AI Course Policy

The use of Generative AI (e.g., ChatGPT, Quillbot, Grammarly, Google Translate) is prohibited and will be considered a breach of Policy 60: Academic Integrity.

Turnitin or another originality detection software

Turnitin is a plagiarism prevention and detection service to which TMU subscribes. It is a tool to assist faculty/contract lecturers 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 faculty/contract lecturers some

assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which faculty/contract lecturers must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin. Instructors can opt to have student's papers included in the Turnitin database or not. Use of the Turnitin service is subject to the terms-of-use agreement posted on the Turnitin 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 faculty/contract lecturer to make alternate arrangements. Students who choose not to have their papers screened for textual similarity review by turnitin may be required to submit additional work with their research essay. For example:

- an annotated bibliography of each source used in your paper; and/or
- the first few pages of each cited source used in your paper

Even when an faculty/contract lecturer has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the faculty/contract lecturer has reason to suspect that an individual piece of work has been plagiarized, the faculty/contract lecturer is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Copyright

The course materials provided to you are copyrighted, and may not be shared without my express written permission. Do not share these materials (e.g. course outline, lecture slides, assignment instructions) with others and do not post them on the internet during the course, or at any time after. If you do so, Policy 60 will apply.

Academic Integrity Resources

To learn more about Policy 60 and how to avoid academic misconduct, please review and take advantage of these resources:

- Policy 60: Academic Integrity: www.torontomu.ca/senate/policies/academic-integrity-policy-60/
- Academic Integrity Office website: www.torontomu.ca/academicintegrity
- "Academic Integrity in Space" game: <https://games.de.torontomu.ca/aio/#/>
- "Academic Integrity in Cyberspace!" game: <https://www.torontomu.ca/aic/#/>
- Student Life and Learning Support: www.torontomu.ca/student-life-and-learning/learning-support

Topics and Course Schedule

Week	Topic	Readings
1	Lecture: The business enterprise as a System; Overview of Business Process Design In-Class Design Exercise: Calculation of productivity ratios	Chapter 2 Team Selection due
2	Lecture: Understanding the process architecture and execution, Modeling Business Processes – Part 1 (defining the scope for the process design) In-Class Design Exercises: Identifying the internal and external elements, creating Context, Physical & Logical Diagrams	Chapter 4 Part I - Document: Diagrams (Define scope and identify the links with other teams working on analysis of other functional areas)
3	Lecture: Modeling Business Processes – Part 2 In-Class Design Exercise: Infrastructure and Process Steps for a case Company (creating Flowchart)	Chapter 4 Part I - Document: Flowchart (prepare blueprint of infrastructure and activities)
4	Lecture: Customer Order Fulfillment Business process (Order to Cash) – Order Entry/ Shipping	Chapter 7, 10
5	Lecture: Customer Order Fulfillment Business process (Order to Cash) – Billing/AR/CR In-Class Design Exercise: Selecting process goals, identifying process deficiencies and defining control plans for Sales and Billing Processes.	Chapter 11 Part II- Process Review: Efficiency (Determine the current productivity and financial performance – impact of issues)
6	Midterm	
7	Lecture: Requisition Business Process (Purchase to Pay) In-Class Design Exercise: Selecting process goals, identifying process deficiencies and defining control plans for Purchasing and Payment Processes.	Chapter 12 & 13 Part II- Process Review: Effectiveness (identify weaknesses, risks, control issues, balance management structure)
8	Lecture: Integrated Production Processes	Chapter 15

9	Lecture: Analyzing internal control structure using a Control Matrix, Economic Feasibility Analysis In-Class Design Exercise: Financial Analysis of design options	Chapter 9, 10, 11, 12, 13
10	Final Review of Case Project	Part III- Recommendations & Analysis (Propose improvements, justify implementation of efficiency improvement and risk response, cost/benefit analysis)
11	Presentations and critical reflections	
12		

Evaluation

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Due Date ²	Percentage of Final Grade	Anticipated Return Date
Quizzes/Participation	Every class	20%	Within a week
Midterm	Week six	25%	Week 7
Business Case Report – Project	Week Ten	30%	Week twelve
Final Exam	TBD	25%	TBD
Final Grade		100%	
<p>Note: Students must achieve a course grade of at least 50% to pass this course.</p> <p>At least 20% of the grade based on individual work will be returned to students prior to the last date to drop a course in good academic standing. For Fall 2025, this is Friday November 14, 2025. For Winter 2026, this is Friday March 27, 2026.</p>			

Late penalty is a 10% of mark deduction for each passing day. For example, an assignment with a 90-point original mark will receive 81 points if submitted late for one day and 72.9 points if late for two days.

Citation Format for Essays and Term Papers

All essay assignments, term paper and other written works must adhere with APA citation format. Technical errors (spelling, punctuation, proofing, grammar, format, and citations) and/or inappropriate levels of language or composition will result in marks being deducted. For writing and language support see: <https://www.ryerson.ca/student-life-and-learning/learning-support/writing-support/>

University Policies

You are reminded that you are required to adhere to all relevant university policies found in their online course shell in D2L and/or on [the Senate website](#). Please refer to the [Course Outline Appendix](#) for more detail.

Important Resources Available at Toronto Metropolitan University

- [The University Libraries](#) provide research [workshops](#) and individual consultation appointments. There is a drop-in Research Help desk on the second floor of the library, and students can use the [Library's virtual research help service](#) to speak with a librarian, or [book an appointment](#) to meet in person or online.
- [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 radio button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request.
For Extenuating Circumstances, Policy 167: Academic Consideration allows for a once per semester ACR request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. Absences more than 3 days in duration and those that involve a final exam/final assessment, always require documentation. Students must notify their faculty/contract lecturer once a request for academic consideration is submitted. See Senate [Policy 167: Academic Consideration](#).
Longer absences are not addressed through Policy 167 and should be discussed with your Chair/Director/Program to be advised on next steps.

- 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.
- [FAQs Academic Considerations and Appeals](#)
- Information on Copyright for [Faculty](#) and [students](#).
- Information on Academic Integrity for [Faculty](#) and [students](#).

Accessibility

- At Toronto Metropolitan University, we are committed to ensuring that all courses are accessible to everyone and to removing barriers that may prevent some individuals from enrolling in courses.
- All technologies and tools used in this course are accessible.
- Students who discover an accessibility barrier with any of the course materials or technologies should contact their faculty/contract lecturer.
- As outlined in [Policy 159: Academic Accommodation of Students with Disabilities](#), students are required to proactively consult with AAS, the faculty/contract lecturer, Department or Faculty, as soon as feasible, including prior to enrolling in a course or program, on any concerns they may have about their ability to meet the essential academic requirements of a course/program.

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](#).
- Learn about [Policy 159: Academic Accommodation of Students with Disabilities](#)

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, 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@torontomu.ca
- [Consent Comes First – Office of Sexual Violence Support and Education](#): 416-919-5000 ext 3596 or email osvse@torontomu.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's Wellbeing Central](#) website.