

BSM 200 (011)- The Growing Business

Fall 2021 Friday 9:00 am to 12:00 pm (Virtual)

INSTRUCTOR INFORMATION

	Dr. Ranjita Singh
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Office Location:	Virtual
Consultation Hours:	By appointment only – Fridays 3-4pm.

NO PREREQUISITES

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 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.

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 Set	Week Due
Virtual group participation (Individual mark- be present and contribute to group work with names on the submission)	10	Weekly	Weekly
Mid-term Test (Individual Mark)	25		Wk 5 (Oct 8)
Group Strategic Growth Plan (Group Mark)	30		Wk 11 (Deadline Nov 26)
Final exam (Individual Mark)	35		Exam Weeks
	100		

Participation

Your presence and contribution to group (team) 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** to your virtual team meetings and to be prepared. Most importantly, you are expected to take an active role in team discussions and preparing team submissions. **In order to receive the team grade you must contribute to the discussions and you must be present during the group discussions for your name to be included in the team challenges that are submitted to me.**

Ryerson Grade Policy on Attendance

Students are expected to attend all classes. Ryerson 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

This exercise is a project where you as the student are responsible for working within a group of 5-6 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 30% 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 Nov 26**. Teams must divide the required elements equally between them and indicate the sections that each team member has worked on. **BUT**, it is still a group project and the finished work should reflect that. It is also useful to **keep notes** about **group attendance** and in case members are missing, make a note of that.

Mid-Term Test

In week 5 (October 8), a mid-term test will be taken that covers the lecture material from the first 4 weeks. This test is worth 25% of your final grade for the course and will be 60 minutes in length. It will be accessed through the D2L course shell. These will be short answer questions. You will choose 5 out of 8 questions. You would upload the completed test through D2L (Turnitin will be activated).

Final Exam

During Exam week, a final test will be taken that covers the material from weeks after the midterm only. Students will be able to select 4 short answer questions from a choice of 6 questions and one break even analysis and one financial ratios question. You must upload your completed test through D2L (Turnitin will be activated). The Final exam will be worth 35% of your total grade and will be 120 minutes in length.

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. 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 involve the application of the concepts using specific exercises.

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/>

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".
- 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.
- Students are encouraged to employ a virtual background for presentations, and to become familiar with the 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.
- Should there be technical issues with Zoom that prevent the class from continuing, your instructor will post a link to a Google Meets call in the announcements section of D2L.

Indicative Content

- Strategies for business growth
- Leadership
- Human resource management
- Business operations and information technology management
- Finance
- Marketing strategy
- Strategic planning

TOPICS – TENTATIVE SEQUENCE & SCHEDULE

<i>Week</i>	<i>Topic</i>	<i>Readings¹</i>	<i>Group Workshop Activities</i>
1 Sept 10	Introduction to the Growing Business.	1) Five stages of growth in Business, Scott & Bruce Long Range Planning, 1987, Vol 20, 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	Library.ryerson.ca Type in the name of article in the search option. In case of a book, type in the name of the book.
2 Sept 17	Leadership and Governance when engaging in growth	Book: Grow to Greatness. Ch3 and Ch5	Team Creation In class case discussion
3 Sept 24	Growth and Strategic Planning	Textbook (Connect) Ch8, L01, L02, L03, L04 (288-302). Ch 11, L01 (398- 400), L02 (403-404), L03 (407-414).	Strategic Plan – Strategy development In class case discussion
4 Oct 1	Growth and Marketing (Promotion)	Textbook, Ch9, L01 (320-321, 325-329), L02 (332-334, 336). Ch 15, L05 (578-592)	Strategic Plan – Communication strategies In class case discussion
5 Oct 8	MIDTERM TEST	1 hour. Weeks 1-4	
Reading Week	Break		NO Class
6 Oct 22	Growth and Marketing (Distribution and Pricing)	Textbook, Ch15, L04 (570-578), L02 (563-568).	Strategic Plan – Distribution and pricing strategies <u>In class breakeven problems.</u> <u>Please be prepared</u>
7 Oct 29	Growth and Human Resource Management	Textbook, Ch12, L01, L02, L03, L04, L05, L06 (434-467).	Strategic Plan – Organizational Structure <u>In class case discussion</u>
8 Nov 5	Financing Growth	Textbook, Ch 17, L01, pgs 639-641, L03, pgs 645-654, Ch 16, L05, pgs 626-629	Strategic Plan – Financing proposal. <i>In class ratio analysis</i>
9 Nov 12	Growth and Operations	Textbook, Ch10, L02, L03, pgs 360- 374, 377-379, 381-384, L05, 38-387	Strategic Plan – Value Stream Map <u>In class case discussion</u>
10 Nov 19	Growth and Information Technology	Textbook, Appendix A (43-65)	<u>Bring your questions on your Group Case</u>
11 Nov 26	Business Law	Connect (online)	Submissions for group project due by 11.30pm tonight.
12 Dec 3	Review		

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

1. TEXTS & READING LISTS

Hess, Edward, *Grow to Greatness: Smart Growth for Entrepreneurial Businesses*.

<https://catalogue.library.ryerson.ca/search?/aHess/ahess/1%2C187%2C434%2CB/frameset&FF=ahess+edward+d&1%2C%2C11>

Nickels, W. G., McHugh, J. M., & McHugh, S. M. (2012). *Understanding Business (10th edition)*, McGraw-Hill: New York, NY.

This textbook will be made available 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.

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 Blackboard.
- 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/.
 - 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:**

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 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/. 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/.

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 www.ryerson.ca/academicintegrity for more detail and to refer to Policy #60: Student Code of Academic Conduct at 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) 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/

Examinations

- For more detailed information on examination policies, refer to Pol#135: Examination Policy at 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/. 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