



RUHANI COLLEGE
Registered Massage Therapy Diploma Program
COURSE SYLLABUS

RU RMT 26 — Good Business Practices | 9 Days | 63 Hours | 18 Lectures | Version 1.0

1. COURSE IDENTIFICATION

Course code	RU RMT 26
Course title	Good Business Practices (Professional Communication, Digital Literacy and Business Planning)
Programme	Registered Massage Therapy Diploma Program, Ruhani College, Brampton, Ontario
Duration	9 instructional days · 63 contact hours · 7 hours per day in four blocks
Structure	18 lectures in three blocks, two lectures per day
Prerequisites	None. The course is designed to be taken at any point in the programme and assumes no prior business or computing knowledge.
Delivery	In person at Ruhani College, Brampton, and simultaneously online via Zoom
Version	Version 1.0, Revised- August 2026

2. COURSE DESCRIPTION

Massage therapy in Ontario is practised almost entirely within very small businesses. Whether a graduate becomes an employee, an independent contractor or a practice owner, the same regulatory obligations follow them, and the same business and technology competencies determine whether the practice they work in is sustainable. FOMTRAC treats sound practice management, electronic information management and electronic communication as entry-to-practice competencies rather than optional extras.

This course builds those competencies in three blocks. Block A establishes the foundations of business practice: the living business plan, personal and practice finances, income models and work settings, professional ethics and boundaries, client-facing ethics and informed consent, and the three career pathways of employment, contracting and ownership. Block B builds general digital literacy: computing foundations, productivity software and financial modelling, file management and cloud storage, professional digital communication, and cybersecurity and digital wellness. Block C applies both to the systems a massage therapy practice actually runs on: practice-management software, digital clinical records and PHIPA, online booking and client communication, payments and insurance billing, digital marketing, and the assembly of the completed business plan.

The course is built around a single running deliverable. From Lecture 1 onward each session adds a section to a living business plan, and Lecture 18 assembles it. The assignment is that plan, together with a formal evaluation and selection of practice-management software. Approximately 44% of contact time is supervised applied and hands-on laboratory work in which students build spreadsheets and documents, configure real software in trial accounts, chart in structured formats, and construct the financial model their plan depends on.

3. COURSE LEARNING OUTCOMES

On successful completion of this course the student will be able to:

- CLO 1** Explain the structure and business realities of massage therapy practice in Ontario, and build and maintain a living business plan as a working decision-making tool.
- CLO 2** Assess and manage personal and practice finances, including budgeting, credit, separation of accounts, income variability and the emergency reserve.
- CLO 3** Compare compensation structures, work settings and income models, and calculate realistic earnings, utilisation and long-term career sustainability.
- CLO 4** Apply the CMTO Code of Ethics and Standards of Practice, professional boundaries, advertising requirements and informed consent to business and client-facing decisions.
- CLO 5** Evaluate employment, independent contracting and practice ownership, applying the Employment Standards Act, CRA classification tests, contract terms, business structure and Ontario registration requirements.
- CLO 6** Use computing hardware, operating systems and productivity software competently to produce professional practice documents and working financial models.
- CLO 7** Manage electronic files, cloud storage, backup, professional communication and cybersecurity in a manner consistent with PHIPA, CASL and CMTO privacy expectations.
- CLO 8** Evaluate and select practice-management software against documented requirements, cost it accurately, and plan its implementation and data portability.
- CLO 9** Maintain compliant clinical records, booking, payment and billing processes as a health information custodian, including direct billing and bookkeeping systems.



CLO 10 Plan and market a practice lawfully, and assemble a complete, testable business plan with an assumptions register, launch sequence, stop condition and review cycle.

4. DELIVERY METHOD, ATTENDANCE AND PARTICIPATION

4.1 How the course is delivered

The course is delivered in person at Ruhani College in Brampton, Ontario, and simultaneously online via Zoom. Both cohorts receive identical lectures, identical materials, identical applied laboratory tasks and identical assessments, and are assessed against the same standard.

The applied laboratory work in this course is computer-based rather than treatment-based, so it can be conducted equivalently in either mode. Students in the online cohort work in the same trial software accounts, build the same spreadsheets and documents, and share their screen for review in the same way that an in-person student presents work at the instructor's station. Where a student in either cohort does not have access to a suitable device, the College provides one in the computer laboratory for the duration of the course; this must be arranged before Day 1.

All three written papers — Quiz 1, Quiz 2 and the Final Quiz — are written on campus. Students attending by Zoom write at the same scheduled time under the proctored arrangements notified by the programme.

4.2 Conduct in the online classroom

- Cameras are on during lectures and applied laboratory work, and during any session in which work is reviewed.
- Students join from a location where they can speak freely and where no other person can see or hear the session.
- No part of a session may be recorded, photographed or shared by a student.
- Screen sharing is used for reviewing work. Before sharing, close anything unrelated and any personal information.
- Only fictitious client data is used in any exercise, in either cohort.
- The netiquette standard taught in Lecture 11 applies to the classroom itself, not only to future practice.

4.3 Attendance

A minimum of 70% attendance is required to pass the course — 44.1 of the 63 scheduled contact hours. Attendance is recorded for each of the four blocks on each of the nine days, for both cohorts. Attendance below 70% results in a failing grade regardless of assessment marks. Because two lectures are delivered on every day and the applied laboratory work builds cumulatively toward the assignment, a missed day is difficult to recover. A student who must be absent should notify the instructor in advance and arrange to complete the corresponding worksheet part and laboratory task before the next session.

4.4 Why the course is delivered this way

The design reflects adult-learning practice and the nature of the competencies. Business and technology competence is demonstrated by producing something that works, not by recalling a definition, so the majority of contact time is spent building artefacts the student keeps: a budget, a projection, a folder structure, a configured booking system, a charted record, a software evaluation matrix, and the plan itself. Each lecture is followed immediately by applied work on the same material, and each applied session contributes a section to the running deliverable, so the relevance of every topic is visible at the moment it is taught. The three assessment points are spaced so that a student who is not keeping up learns it on Day 4 rather than on Day 9.

5. REQUIRED AND RECOMMENDED LEARNING RESOURCES

5.1 Texts

Required (primary)	Sohnen-Moe, C. (2016). <i>Business Mastery: A Guide for Creating a Fulfilling, Thriving Business</i> , 5th ed. Books of Discovery. ISBN 978-1-882908-05-9.
Required	Benjamin, B. E. & Sohnen-Moe, C. (2013). <i>The Ethics of Touch: A Guide to Creating a Professional, Safe and Enduring Practice</i> , 2nd ed. Books of Discovery.
Required	Thompson, D. L. (2018). <i>Hands Heal: Communication, Documentation and Insurance Billing for Manual Therapists</i> , 4th ed. Wolters Kluwer.
Reference	Fritz, S. & Fritz, L. A. <i>Mosby's Fundamentals of Therapeutic Massage</i> . Elsevier. Either the 7th ed. (2021, ISBN 978-0-323-66183-6) cited in the lecture decks or the 8th ed. (2024, ISBN 978-0-443-11720-6) cited elsewhere in the programme is accepted for this course.
Reference	Salvo, S. G. <i>Massage Therapy: Principles and Practice</i> , 7th ed. Elsevier. ISBN 978-0-323-87815-9.
Reference	Braun, M. B. & Simonson, S. J. (2023). <i>Introduction to Massage Therapy</i> , 4th ed. Wolters Kluwer.
Reference	Rattray, F. & Ludwig, L. (2000). <i>Clinical Massage Therapy: Understanding, Assessing and Treating Over 70 Conditions</i> . Talus Inc. ISBN 978-0-9685951-0-5.



RUHANI COLLEGE

OF HEALTH BUSINESS AND TECHNOLOGY

RU RMT 26 · Good Business Practices · Course Syllabus

Note on editions: the lecture decks cite Fritz & Fritz 7th ed. (2021) and Salvo 7th ed. (2023), while other courses in the programme cite Fritz & Fritz 8th ed. (2024). Either Fritz edition is accepted for this course. A programme-wide decision on a single edition is pending and will be reflected in the next revision of this syllabus.

5.2 Reading map by lecture

Lecture	Topic	Reading
L1	Personal Success	Sohnen-Moe, Business Mastery — self-assessment, career design and the business plan as a working document. Braun & Simonson — the profession and its settings.
L2	Money Matters	Sohnen-Moe — personal finances, budgeting and financial self-assessment.
L3	Earning a Living	Sohnen-Moe — income, fees and practice settings. Braun & Simonson — employment settings for massage therapists.
L4	Business Ethics	Benjamin & Sohnen-Moe, The Ethics of Touch — ethical foundations, boundaries and the power differential. CMTO Code of Ethics and Standards of Practice.
L5	Client-Facing Ethics	Benjamin & Sohnen-Moe — client-facing ethics, consent and boundary management. Thompson, Hands Heal — intake and consent documentation. CMTO Consent and Advertising Standards.
L6	Employment & Contracting	Sohnen-Moe — employment and independent contracting. Employment Standards Act, 2000; CRA employee-versus-self-employed guidance.
L7	Entrepreneurship	Sohnen-Moe — business structures, startup costs, premises and projections. Fritz & Fritz — the business of massage therapy.
L8	Computing Foundations	Instructor-provided computing foundations material; vendor system requirements for the platforms studied in Lecture 13.
L9	Productivity Software	Instructor-provided productivity software workbook; Sohnen-Moe — budgets, projections and break-even.
L10	Files & Cloud	Thompson, Hands Heal — records handling and retention. Information and Privacy Commissioner of Ontario guidance on electronic records.
L11	Digital Communication	Thompson, Hands Heal — professional communication. CASL guidance (fightspam.gc.ca).
L12	Cybersecurity & Wellness	Information and Privacy Commissioner of Ontario — safeguards and breach guidance for health information custodians.
L13	Practice Management Software	Vendor primary documentation for Jane App, ClinicSense and Noterro; CMTO Record Keeping and Privacy and Confidentiality Standards.
L14	Digital Records & PHIPA	Thompson, Hands Heal — documentation and SOAP charting. PHIPA, 2004; CMTO Record Keeping Standard.
L15	Booking & Client Communication	Sohnen-Moe — scheduling, client retention and policies. Thompson — client communication.
L16	Payments & Billing	Thompson, Hands Heal — insurance billing and receipts. Sohnen-Moe — bookkeeping and financial reports. CRA business income and GST/HST guidance.
L17	Digital Marketing	Sohnen-Moe — marketing, promotion and client acquisition. CMTO Advertising Standard; CASL.
L18	The Business Plan	Sohnen-Moe — assembling and reviewing the business plan. All course notes, consolidated.

5.3 Primary regulatory and best-practice sources

These are used throughout the course and are the authority for the standards taught. Students are expected to consult the current version of each rather than relying on course notes.

- College of Massage Therapists of Ontario (CMTO). Standards of Practice — Code of Ethics; Consent; Record Keeping; Advertising; Fees and Billing; Privacy and Confidentiality; Professional Boundaries; Infection Prevention and Control; Communication; Client-Centred Care.
- Regulated Health Professions Act, 1991 (RHPA), S.O. 1991, c. 18.
- Massage Therapy Act, 1991, S.O. 1991, c. 27, and O. Reg. 544/94 (General).
- Health Care Consent Act, 1996 (HCCA), S.O. 1996, c. 2, Sch. A.
- Personal Health Information Protection Act, 2004 (PHIPA), S.O. 2004, c. 3, Sch. A.
- Personal Information Protection and Electronic Documents Act (PIPEDA), S.C. 2000, c. 5.
- Employment Standards Act, 2000 (ESA), S.O. 2000, c. 41.
- Canada Revenue Agency — business income, GST/HST registration and the small supplier threshold, and employee versus self-employed guidance.
- Canadian Anti-Spam Legislation (CASL), S.C. 2010, c. 23.

RU RMT 26 · Good Business Practices · Course Syllabus

- Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- Information and Privacy Commissioner of Ontario — guidance for health information custodians, third-party service providers and breach response.
- Federation of Massage Therapy Regulatory Authorities of Canada (FOMTRAC). Inter-Jurisdictional Practice Competencies and Performance Indicators for Massage Therapists at Entry-to-Practice, September 2016.
- Canadian Massage Therapy Council for Accreditation (CMTCA). Accreditation Standards for Massage Therapy Education Programs in Canada (2024).
- Ontario Business Registry — business name registration; municipal zoning and business licensing requirements.
- Payment Card Industry Data Security Standard (PCI DSS).

5.4 Course materials and physical resources

- Eighteen lecture decks, issued as the course proceeds.
- The Course Worksheet, in eighteen parts.
- Three student study guides, one for each written paper.
- The assignment instructions and the marking sheet.
- A computer with a current, supported operating system, capable of running a browser, a word processor and a spreadsheet application. Students who do not have one use a College machine in the computer laboratory.
- Access to a word processor and a spreadsheet application. Microsoft Office, Google Workspace and open-source equivalents are all acceptable.
- Trial accounts with at least two practice-management platforms, opened during the Day 7 laboratory. Trials are free and are closed at the end of the course.
- A non-programmable calculator for the written papers.

6. COURSE SCHEDULE

Nine days of seven contact hours, delivered in four blocks per day. Hours shown are contact hours.

Day 1 — Foundations: Personal Success and Personal Financial Health

Lecture 1 Personal Success · Lecture 2 Money Matters · 7.00 hours

Block 1 (1.75 h)

- 0.50 h** Course orientation: outcomes, assessment scheme, delivery arrangements, laboratory expectations and the living business plan
- 1.25 h** Lecture 1 — the natural healthcare industry, micro-business realities, the living business plan, defining success and attrition

Block 2 (1.75 h)

- 1.00 h** Applied laboratory: personal success statement in numbers, natural-tendencies audit, and the business-plan document skeleton built in a word processor
- 0.25 h** Course Worksheet Part 1
- 0.50 h** Lecture 2 — financial position, net worth and the emotional weight of money

Block 3 (1.75 h)

- 1.25 h** Lecture 2 — credit scores and reports, credit cards and the cost of a carried balance, budgeting
- 0.50 h** Applied laboratory: credit-position worksheet and utilisation calculation

Block 4 (1.75 h)

- 1.50 h** Applied laboratory: build a working personal budget spreadsheet with periodic-cost accrual, emergency fund and runway calculation
- 0.25 h** Course Worksheet Part 2

Day 2 — Earning a Living and the Ethical Foundations of Practice

Lecture 3 Earning a Living · Lecture 4 Business Ethics · 7.00 hours

Block 1 (1.75 h)

- 1.50 h** Lecture 3 — types of pay, splits and commission, work settings, mobile and onsite practice, extended health benefits
- 0.25 h** Applied laboratory: reading a compensation offer

Block 2 (1.75 h)

- 1.50 h** Applied laboratory: build the income model — split, utilisation rate, effective hourly rate and realistic annual income at three volumes
- 0.25 h** Course Worksheet Part 3

Block 3 (1.75 h)

- 1.50 h** Lecture 4 — ethics in a self-regulated profession, the CMTO framework, boundaries, power imbalance and zero tolerance



RUHANI COLLEGE

OF HEALTH BUSINESS AND TECHNOLOGY

RU RMT 26 · Good Business Practices · Course Syllabus

0.25 h Applied laboratory: the ethical decision-making framework demonstrated

Block 4 (1.75 h)

1.50 h Applied laboratory: apply the framework to four practice dilemmas; draft foundational values, vision and two written internal policies

0.25 h Course Worksheet Part 4

Day 3 — Client-Facing Ethics and Career Pathways I

Lecture 5 Client-Facing Ethics · Lecture 6 Employment & Contracting · 7.00 hours

Block 1 (1.75 h)

1.50 h Lecture 5 — advertising, the treatment environment, fees and billing integrity, online presence, unconscious representation, consent

0.25 h Applied laboratory: auditing an advertisement against the CMTO Advertising Standard

Block 2 (1.75 h)

1.25 h Applied laboratory: write the consent script for a sensitive-area treatment, build the client policy set, and draft a compliant response to a public review

0.25 h Course Worksheet Part 5

0.25 h Professional practice checkpoint 1 — individual feedback

Block 3 (1.75 h)

1.50 h Lecture 6 — employment, the Employment Standards Act, independent contracting, CRA classification, contract terms, tax obligations

0.25 h Applied laboratory: reading a contractor agreement

Block 4 (1.75 h)

0.50 h Assignment briefing — the business plan and software selection task released, rubric walked through, questions taken

1.00 h Applied laboratory: apply the CRA classification tests to three described arrangements and mark up a contractor agreement

0.25 h Course Worksheet Part 6

Day 4 — Career Pathways II, Computing Foundations and Quiz 1

Lecture 7 Entrepreneurship · Lecture 8 Computing Foundations · 7.00 hours

Block 1 (1.75 h)

1.50 h Lecture 7 — the entrepreneurial decision, business structures, capital, premises and zoning, projections, registration and sales tax

0.25 h Applied laboratory: the startup cost inventory

Block 2 (1.75 h)

1.50 h Applied laboratory: build the startup cost estimate, working capital requirement and break-even model; complete the Ontario compliance checklist

0.25 h Course Worksheet Part 7

Block 3 (1.75 h)

1.25 h Lecture 8 — operating systems, hardware that matters, reading a specification, peripherals, maintenance and replacement cycles

0.25 h Applied laboratory: reading three device specifications

0.25 h Course Worksheet Part 8

Block 4 (1.75 h)

1.00 h Applied laboratory: specify the device set for a solo practice, verify encryption and update settings, and configure an automatic backup

0.75 h Quiz 1 — 30 multiple-choice items, Lectures 1–7

Day 5 — Productivity Software, File Management and the Cloud

Lecture 9 Productivity Software · Lecture 10 Files & Cloud · 7.00 hours

Block 1 (1.75 h)

1.25 h Lecture 9 — the ribbon interface, styles and templates, cells, references and formulas, charts, presentation software, choosing a suite

0.50 h Applied laboratory: styles, headers and the practice document template

Block 2 (1.75 h)

1.50 h Applied laboratory: build the practice budget, twelve-month cash-flow projection and break-even calculator with a labelled assumptions block and an honest chart



RUHANI COLLEGE

OF HEALTH BUSINESS AND TECHNOLOGY

RU RMT 26 · Good Business Practices · Course Syllabus

0.25 h Course Worksheet Part 9

Block 3 (1.75 h)

1.25 h Lecture 10 — folder organisation, naming conventions and ISO dating, version control, file formats, cloud platforms, retention and disposal

0.50 h Applied laboratory: write the naming convention as an explicit rule with worked examples

Block 4 (1.75 h)

1.00 h Applied laboratory: build the practice folder structure, configure a 3-2-1 backup and perform a verified restore test

0.25 h Course Worksheet Part 10

0.50 h Assignment workshop 1 — concept, positioning and structure sections reviewed

Day 6 — Digital Communication, Cybersecurity and Quiz 2

Lecture 11 Digital Communication · Lecture 12 Cybersecurity & Wellness · 7.00 hours

Block 1 (1.75 h)

1.25 h Lecture 11 — channel selection, professional email, privacy in electronic communication, web conferencing, netiquette, virtual rapport, CASL

0.50 h Applied laboratory: rewriting three poor emails

Block 2 (1.75 h)

1.25 h Applied laboratory: draft a professional client email, run a BCC and CASL compliance exercise, and set up and test a web conferencing session

0.25 h Course Worksheet Part 11

0.25 h Professional practice checkpoint 2 — individual feedback

Block 3 (1.75 h)

1.25 h Lecture 12 — cybersecurity and the small practice, PII and PHI, phishing and breaches, safeguards, access control, digital wellness and citizenship

0.50 h Applied laboratory: identifying phishing indicators in six sample messages

Block 4 (1.75 h)

0.50 h Applied laboratory: configure a password manager and multi-factor authentication, and run the first-hour breach response drill

0.25 h Course Worksheet Part 12

1.00 h Quiz 2 — 40 multiple-choice items, Lectures 8–12

Day 7 — Practice-Management Software and Digital Clinical Records

Lecture 13 Practice Management Software · Lecture 14 Digital Records & PHIPA · 7.00 hours

Block 1 (1.75 h)

1.25 h Lecture 13 — what practice-management software does, the Ontario requirements, the main Canadian platforms, evaluation, costing and lock-in

0.50 h Applied laboratory: opening trial accounts and touring the core modules

Block 2 (1.75 h)

1.50 h Applied laboratory: build the weighted requirements matrix and score Jane App, ClinicSense and Noterro from vendor primary sources; produce a full cost of ownership

0.25 h Course Worksheet Part 13

Block 3 (1.75 h)

1.25 h Lecture 14 — record content, SOAP charting, corrections and the audit trail, PHIPA and the circle of care, client access, retention and disposal

0.50 h Applied laboratory: charting a first treatment in SOAP form using fictitious data

Block 4 (1.75 h)

1.50 h Applied laboratory: enter and amend records in a trial platform, inspect the audit log, respond to a records request, and test the data export

0.25 h Course Worksheet Part 14

Day 8 — Booking, Client Communication, Payments and Billing

Lecture 15 Booking & Client Communication · Lecture 16 Payments & Billing · 7.00 hours

Block 1 (1.75 h)

1.25 h Lecture 15 — online booking and utilisation, schedule design, reminders, cancellation policy, rebooking, waitlists, privacy and metrics

0.50 h Applied laboratory: mapping your real constraints onto availability rules



RUHANI COLLEGE

OF HEALTH BUSINESS AND TECHNOLOGY

RU RMT 26 · Good Business Practices · Course Syllabus

Block 2 (1.75 h)

1.00 h Applied laboratory: configure services, buffers, a daily hands-on cap, reminders and a waitlist in a trial platform, and write a lock-screen-safe reminder

0.25 h Course Worksheet Part 15

0.50 h Assignment workshop 2 — software evaluation and financial sections reviewed

Block 3 (1.75 h)

1.25 h Lecture 16 — payment methods and processing, compliant receipts, direct billing, bookkeeping, expense capture, tax set-aside, reports and fraud

0.50 h Applied laboratory: assembling a compliant receipt and finding the defects in four faulty ones

Block 4 (1.75 h)

1.00 h Applied laboratory: walk a direct-billing claim end to end, build a chart of accounts, and reconcile a month of transactions

0.25 h Course Worksheet Part 16

0.50 h Assignment workshop 3 — records, marketing and launch sections reviewed

Day 9 — Digital Marketing, Assembling the Plan and the Final Quiz

Lecture 17 Digital Marketing · Lecture 18 The Business Plan · 7.00 hours

Block 1 (1.75 h)

1.00 h Lecture 17 — marketing within the Advertising Standard, the website, local search, reviews, social media, content, CASL and measurement

0.75 h Applied laboratory: outline the practice website page by page and write the calls to action

Block 2 (1.75 h)

0.75 h Applied laboratory: build the business profile listing, draft a compliant review response, and write a CASL-compliant client email

0.25 h Course Worksheet Part 17

0.75 h Lecture 18 — the structure of the completed plan, the executive summary, the assumptions register

Block 3 (1.75 h)

0.50 h Lecture 18 — downside and sensitivity testing, the stop condition, the ninety-day launch sequence and the review cycle

0.75 h Applied laboratory: assemble the plan, write the executive summary, complete the assumptions register and run the downside test

0.25 h Course Worksheet Part 18

0.25 h Assignment submitted and receipted

Block 4 (1.75 h)

1.50 h Final Quiz — 50 multiple-choice items, cumulative

0.25 h Course close, professional practice checkpoint 3 and next steps

6.1 How the contact hours are used

Category	Hours	Share of contact time
Didactic instruction	24.00	38.10%
Supervised applied and hands-on laboratory	27.75	44.05%
Guided worksheet and self-test	4.50	7.14%
Invigilated assessment and assignment workshop	5.50	8.73%
Orientation and course administration	1.25	1.98%
Total	63.00	100.00%

Supervised applied and hands-on laboratory work accounts for 44.05% of contact time. Including the guided worksheet blocks, actively applied time is 51.19% of the course.

7. ASSESSMENT

7.1 Assessment scheme

Component	When	Weight	Form
Quiz 1	Day 4, Block 4	20%	30 multiple-choice items, 45 minutes
Quiz 2	Day 6, Block 4	20%	40 multiple-choice items, 60 minutes
Assignment — Business Plan and Practice-Management Software Selection	Released Day 3, due Day 9	10%	Written submission, 100 marks



RUHANI COLLEGE

OF HEALTH BUSINESS AND TECHNOLOGY

RU RMT 26 · Good Business Practices · Course Syllabus

Final Quiz	Day 9, Block 4	40%	50 multiple-choice items, 90 minutes
Professional Practice, Participation and Attendance	Continuous; checkpoints Days 3, 6 and 9	10%	Observed conduct rubric, 20 marks

Total **100%**

The Course Worksheet carries no marks. It is required, and its completion is verified under Criterion 4 of the Professional Practice rubric at Appendix A.

7.2 What each instrument does

Quiz 1	Samples Lectures 1–7 across 30 items. It is placed at the end of Day 4 so that a student who is not keeping up finds out at the one-third point rather than at the end.
Quiz 2	Samples Lectures 8–12 across 40 items. Block B is the most technical material in the course and the block students most often assume they already know; the quiz is sized accordingly.
Assignment	The business plan and software selection. It is the only instrument that assesses synthesis, evaluation and applied judgement, and it is the one that carries the course's running deliverable.
Final Quiz	Cumulative across 50 items, weighted to Block C. Twenty-eight of the fifty items are drawn from Lectures 13–18, which the two quizzes do not sample.
Professional Practice	Observed conduct against the five-criterion rubric at Appendix A, with checkpoints on Days 3, 6 and 9. It is the only source of evidence for conduct-based competencies.

7.3 Outcome coverage

Every course learning outcome is assessed by at least two instruments. The table shows which instruments carry each outcome.

Outcome	Quiz 1	Quiz 2	Assignment	Final Quiz	Professional Practice
CLO 1	✓		✓	✓	✓ (4 sources)
CLO 2	✓		✓	✓	(3 sources)
CLO 3	✓		✓	✓	(3 sources)
CLO 4	✓		✓	✓	✓ (4 sources)
CLO 5	✓		✓	✓	(3 sources)
CLO 6		✓	✓	✓	(3 sources)
CLO 7		✓	✓	✓	✓ (4 sources)
CLO 8			✓	✓	(2 sources)
CLO 9			✓	✓	(2 sources)
CLO 10			✓	✓	✓ (3 sources)

8. PASSING REQUIREMENTS

All five conditions must be met.

1. A weighted total of at least 70%.
2. A submitted attempt at all four graded assessments — Quiz 1, Quiz 2, the Assignment and the Final Quiz. A missed assessment scores zero and is not waived.
3. All eighteen parts of the Course Worksheet submitted.
4. At least 70% attendance — 44.1 of the 63 scheduled contact hours.
5. Criterion 1 of the Professional Practice rubric (professional conduct, ethics and boundaries) not assessed as Unsatisfactory at the Day 9 checkpoint.

A student who reaches 70% overall but fails any of conditions 2 to 5 does not pass the course.

8.1 Grading scale

Grade	Range	Standard
A	90–100	Consistently accurate, well reasoned and complete
B	80–89	Sound throughout with minor gaps
C	70–79	Meets the required standard
F	Below 70	Does not meet the required standard

8.2 Remediation

A student who fails to reach 70% overall but meets conditions 2 to 5 may be offered one supplemental attempt at the instrument that most affected the result, at the discretion of the Programme Director and in accordance with programme policy. A supplemental attempt is



capped at the minimum pass mark. A failure of the attendance condition cannot be remediated by assessment and requires the course to be repeated.

9. ACADEMIC POLICIES

Academic integrity	The assignment is an individual submission. Discussion with classmates is permitted; the requirements written, the scoring applied, the figures modelled, the conclusions drawn and the words used must be the student's own. Submitting another person's analysis, or text generated on the student's behalf and presented as their own reasoning, is dealt with under programme policy.
Sources	Vendor documentation, regulatory sources and course texts are expected and must be cited with an access date where the information can change.
Late submission	Governed by the programme's late submission policy. A student who cannot submit for a serious reason should contact the instructor before the deadline.
Privacy in coursework	No real client, colleague or third party's personal information may appear in any submission or exercise. Fictitious data only.
Accommodation	Students requiring academic accommodation should contact the programme office before Day 1 so that arrangements are in place for the applied laboratory work and the written papers.
Devices in assessments	Mobile devices are switched off and out of reach during all three written papers. A non-programmable calculator is permitted.
Professional conduct	The CMTO Code of Ethics applies to conduct in the classroom, the laboratory and the online session, and is assessed under Criterion 1 of the Professional Practice rubric.



APPENDIX A — PROFESSIONAL PRACTICE, PARTICIPATION AND ATTENDANCE RUBRIC

Twenty marks, 10% of the final course grade. Assessed continuously with recorded checkpoints on Days 3, 6 and 9. The instructor records evidence at each checkpoint; the mark is confirmed at the Day 9 checkpoint.

#	Criterion	What is observed	Marks
1	Professional conduct, ethics and boundaries		Applies the CMTO Code of Ethics and boundary expectations in classroom, laboratory and online conduct; handles case material and peer information with discretion; raises ethical questions appropriately. 5
2	Participation in applied laboratory work	Arrives prepared with the required device and files; engages actively in software configuration, spreadsheet modelling and business-plan workshops; contributes to group exercises without dominating them.	5
3	Privacy, confidentiality and information handling		Uses only fictitious client data in exercises; applies naming, storage, access and disposal conventions taught in the course; does not disclose personal information of peers, clients or placement sites. 4
4	Completion of required learning activities	Completes and submits all eighteen parts of the Course Worksheet and the self-test questions; brings the living business plan sections to each workshop.	3
5	Communication, punctuality and responsiveness		Communicates professionally in



person and in the online classroom; observes the netiquette standard taught in Lecture 11; is punctual, camera-ready where required, and responsive to instruction.

3

Total

20

Rating scale applied to each criterion

Excellent	Full marks. Consistently meets the criterion without prompting, across all three checkpoints.
Satisfactory	Roughly three quarters of the marks. Meets the criterion with occasional prompting.
Developing	Roughly half. Meets the criterion inconsistently; feedback given at a checkpoint has been partly acted on.
Unsatisfactory	Zero for the criterion. Does not meet it, or feedback given at an earlier checkpoint has not been acted on.

Criterion 1 assessed as Unsatisfactory at the Day 9 checkpoint is a failing condition for the course in its own right, regardless of the total mark. This is the mechanism by which conduct-based and ethics-based competencies are held to a standard that a written paper cannot enforce.

VERSION CONTROL AND APPROVAL

Document	Course Syllabus — RU RMT 26 Good Business Practices
Version	1.0
Issued	August 2026
Status	First published syllabus for this course. No previous version exists; no earlier assessment scheme is superseded.
Review cycle	Before each delivery, and on any change to the CMTO Standards of Practice, PHIPA, CASL, the FOMTRAC competencies or the CMTCA Accreditation Standards.
Companion documents	Instructor Guide; Competency Mapping and Curriculum Alignment; Course Blueprint; Final Marking and Course Completion Sheet; Course Approval Checklist.

Prepared by _____	Date _____
Faculty Head _____	Date _____
Campus Director _____	Date _____