



Department of Business
BUS 4250
BUSINESS POLICY FALL 2013



SECTIONS, INSTRUCTOR AND CLASS DETAILS:

Prof. Knut Brundtland (Office, MACS 104; Phone ext. 56890; kbrundtl@uoguelph.ca)

- *Office hours: Wednesdays 11:30-12:30. Please make appointment.*

Prof. Elliott Currie (Office, J.D. McLachlan 212, Phone ext.52762; ecurrie@uoguelph.ca)

- *Office hours: Tuesdays 10:30 to 12:00*

COURSE MATERIALS

TEXT: *Mastering Strategic Management*, Ketchen, Dave and Short, Jeremy, © 2013, Flat World Knowledge, Inc. ISBN P-684011-BW-1. Available hard copy in book store or electronically on line from Flat World at www.flatworldknowledge.com

COURSE PACK: *Business Policy*, Erna van Duren, ©2013, Available and the Co-op Bookstore

- 1) Please ensure that you have ready access to the internet, since you will rely on it for:
 - Access to the Courselink site which contains schedules, cases, assignments, team membership information, and all other material needed to complete the course
 - Research for the team project
 - Access to your xxxxxxx@uoguelph.ca email
- 2) Only e-mails originating from xxxxxxx@uoguelph.ca accounts will be answered in this course.
- 3) Normal turnaround time for emails is 24-36 hours on weekdays and 48-60 hours on weekends.

COURSE DESCRIPTION AND LEARNING OBJECTIVES

In 2012, the University of Guelph adopted university-wide learning outcomes aimed at demonstrating and accounting for student knowledge and achievement beyond traditional grades. The five learning outcomes – critical and creative thinking, literacy, global understanding, communication, and professional and ethical behavior -- have been integrated with learning and behaviour expected from 4th year Bachelor of Commerce students.

Business Policy, also called strategic management, is concerned with the development on management of strategy under responsible leadership in a variety of organizations in the contemporary context. The course integrates theory and practice using cases, organizationally

based projects and class discussion of these cases and projects. This applied learning integrates case decision-making for understanding the inter-play of strategic leadership, policy formulation, and strategic management in strategy implementation. The contemporary context involves private sector, public sector and social enterprise. The capstone case course in the Bachelor of Commerce program builds on and integrates concepts, techniques and tools of the previous three years' course of studies. As such students are expected to be sufficiently familiar with marketing, financial management, operations management, economics, human resources and general business concepts as background preparation.

LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to

1. Describe and assess the strategies of different types of organizations in various contexts
2. Apply concepts, frameworks and tools involved in strategic management in various types of organizations and contexts
3. Develop work and learning objectives for a small team, and assess all members of that team on their performance on those objectives
4. To develop and present a strategic management analysis of an organization

A variety of individual work, team work and participation in the class discussion of that work is used to facilitate students' achievement of the above learning objectives. Specific expectations for each assignment will be summarized in CourseLink, but will be discussed in more detail during class. The grades assigned to each component of the course that will be used to evaluate students are summarized below.

EVALUATION AND ORGANIZATION

Component	Grade
Team Contract Due Wednesday September 11, in Class	5
Team Presentation 1	20
Team Presentation 2	35
Individual Report – Memo and Journal, Due December 13	25
Final Assignment Handed out in last class, Due December 6	15
Total	100

SOME IMPORTANT POLICIES

- 1) Unless you have discussed an extension well ahead of the due date, late penalties of 5%/earned grade/day will be assigned.
- 2) Medical notes may be required for missing a formal presentation. Otherwise, we expect 4th year students to use good judgment.
- 3) Please keep copies of all your graded and returned work.
- 4) If you are registered with the Centre for Students with Disabilities and will require some form of accommodation in the completion of the required learning activities for this course, please meet with us during the first week of classes.

UNIVERSITY POLICIES AND REGULATIONS: All students are expected to abide by the University's academic regulations in the completion of their work, as set out in the undergraduate calendar (see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/index.shtml>). Some regulations are highlighted below:

ACADEMIC MISCONDUCT: The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct and it is your responsibility as a student to be aware of and to abide by the University's policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the same material in two different courses without written permission. To better understand your responsibilities, read the Undergraduate Calendar at: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml> You are also advised to make use of the resources available through the Learning Commons (<http://www.learningcommons.uoguelph.ca/>) and to discuss any questions you may have with your course instructor, Academic Advisor or Academic Counselor.

Students should be aware that faculty has the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

ACADEMIC CONSIDERATION: Students who find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Undergraduate Calendar (http://www.uoguelph.ca/undergrad_calendar/c08/c08-ac.shtml) and discuss their situation with the instructor, Program Counselor or Academic Advisor as appropriate.

RELIGIOUS HOLIDAYS: Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made. For further information see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-accomrelig.shtml>

TEAMS will be assigned by the instructors based on the enrollment list provided by the Registrar prior to classes beginning. These teams will be randomly selected and their composition may not be changed unless there are major extenuating circumstances.

CLASS SCHEDULE

Week 1 Sept. 9 & 11	Monday , Course Introduction and Administration, Chapter 1, Mastering Strategy: Art and Science,	Wednesday , Complete Chapter 1, Chapter 2, Leading Strategically
Week 2 Sept. 16 & 18	Monday , Chapter 3: Evaluating the External Environment	Wednesday . Case TML Part 1
Week 3 Sept. 23 & 25	Monday , Chapters 4: Managing Firm Resources and Chapter 5: Selecting Business-Level Strategies	Wednesday , Chapter 6: Supporting the Business-Level Strategy: Competitive and Cooperative Moves
Week 4 Sept. 30 & Oct. 2	Monday , Case: TML part 2	Wednesday , Chapters 7&8: Competing in International Markets and Selecting Corporate-Level Strategies
Week 5 Oct. 7 & 9	Monday , Case & Role Play, Nestle/Rowntree	Wednesday , Completion of Nestle Rowntree
Week 6 Oct. 16 & 21	Wednesday , Presentation 1, Companies 1 to 4	Monday , Presentation 1, Companies 5 to 8
Week 7 Oct. 23 & 28	Wednesday , Presentation 1, Companies 9 to 12	Monday , Chapters 9 & 10: Executing Strategy Through Organizational Design and Leading and Ethical Organization
Week 8 Oct. 30 & Nov. 4	Wednesday , Case: Planet Bean	Monday , Case: Planet Bean

Week 9 Nov. 6 & 11	Prepare Second presentation, feedback, advice	Presentation preparation
Week 10 Nov. 13 & 18	Wednesday , Presentation 2; Companies 1 and 2	Monday , Presentation 2: Companies 3 and 4
Week 11 Nov. 20 & 25	Wednesday , Presentation 2: Companies 5 and 6	Monday , Presentation 2: Companies 7 and 8
Week 12 Nov. 27 & 28	Wednesday , Presentation 2: Companies 9 and 10	Thursday , Presentation 2: Companies 11 and 12
	DEC. 6 Final Assignment Due	
	DEC. 14 Journal and Memo Due	