



BUS4250 BUSINESS POLICY Winter 2014



Sections, Instructor and Class Details:

All classes are on Mondays and Wednesdays in FVM1133 unless otherwise indicated.

- Section 1: 8:30 to 9:50, Knut Brundtland (email kbrundtl@uoguelph.ca Office MACS 104)
- Section 2: 10:00 to 11:20, Elliott Currie (email ecurrie@uoguelph.ca, Office JD MacLaclan 212)
- Section 3: 11:30 to 12:50, Knut Brundtland (email kbrundtl@uoguelph.ca Office MACS 104)
- Section 4: 1:00 to 2:20, Erna van Duren (email evandure@uoguelph.ca Office MACS 302)
- Section 5: 2:30 to 3:50, Trent Tucker (email ttucker@uoguelph.ca, Office FVM1 130)
- Section 6: 4:00 to 5:20, Trent Tucker (email ttucker@uoguelph.ca, Office FVM1 130)

All e-mails relating to deadlines, missing classes for valid reasons and general course administration should be sent to mgmt4000@uoguelph.ca. If you need to schedule an appointment with your professor for other reasons, please send a formal email. Note the following "**Subject Line Format**". All emails for this course should include the name of the course, your section number in the subject line and be a professional quality communication. Any email sent to an instructor may be reproduced in the Question and Answer forum in the Course Link site for the course.

Course Materials

- Hill, W.L. and Jones G.R. Strategic Management Theory: An Integrated Approach, 10th Edition
- Cases and various readings that will be available on Course Link
- van Duren, Erna Business Policy Fall 2013 – Winter 2014 Course Manual

Communications

1. Please ensure that you have ready access to the internet
2. Only e-mails originating from official University of Guelph email 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. Weekends start on Friday at 4:30!
4. Faculty **may** require you to turn off your laptop and cell phones during class. Do not rely on these devices to take notes or access class materials unless you have been formally accommodated by registering with the Center for Students with Learning Disabilities.

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 behavior expected from 4th year Bachelor of Commerce students.

Business Policy, also called strategic management, is concerned with the development of 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 selected types of organizations and contexts
3. Integrate and apply concepts and tools that were covered in marketing management, human resources management, operations management, economics and financial management courses to developing information that can be used in strategic management models and tools
4. Develop work and learning objectives for a small team, and assess all members of that team on their performance on those objectives
5. 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 Course Link, and 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.

Work Required and Marks Assigned

Case Assessments (40 marks)

- 4 case assessments for 10 marks each
- These are due Sunday mornings by 11 am of weeks 3 to 6

Quizzes (10 marks)

- 5 quizzes for a total of 10 marks
- These are due Sunday evenings by 11 pm of weeks 2 to 6

Team Project (35 marks)

- Team Presentation on External Analysis (12 marks)
- Team Presentation on Company Strategy (23 marks)

Final Individual Assignment (15 marks)

Course Specific Policies

Late or Missing Work

Late work will be accounted for as follows:

- 0-24 hours late 50% grade discount (all work must be placed in the specified drop box)
- More than 24 hours late, a grade of 0 will be assigned

Medical notes **may** be required for **any** work that is missed due to illness. In the case of illness, grades may be reallocated to an additional case assessment that will be assigned at the discretion of the instructor for your section that will be due on the last day of class. If you miss a class due to illness, please email mgmt4000@uoguelph.ca (using the subject line format for this course) with a formal explanation.

Please keep copies of all your graded and returned work.

[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 your section instructor 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. If one student on a team plagiarizes, all team members may be responsible and therefore team members should include processes for detecting plagiarism in their team work processes and document them and ensure all team members agree to them formally. This will be discussed in class.

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 have the right to use software to aid in the detection of plagiarism, copying, grammar and spelling and to examine students orally on any submitted work, both during class and during an arranged appointment outside class time. 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 appropriate accommodations may be made. For further information see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-accomrelig.shtml>

CLASS SCHEDULE (updates will be posted in Course Link)

| Week | Week of | Sunday – Day that Work is Due (except where noted with a *) | Monday | Wednesday |
|------|-------------------|--|---|---|
| 1 | Jan 5 - 10 | | Introduction | Lecture on Components of Strategy, Case Assessments |
| 2 | Jan 12-17 | Case 1 Due at 11 am (trial) Quiz 1 Due at 11pm | Case #1: TML Lecture | |
| 3 | Jan 19-24 | Case 2 Due at 11 am Quiz 2 Due at 11 pm | Case #2: WesternZagros Lecture | |
| 4 | Jan 26-31 | Case 3 Due at 11 am Quiz 3 Due at 11 pm | Case #3: Grameen Danone Lecture | |
| 5 | Feb 2-7 | Case 4 Due at 11 am Quiz 4 Due at 11 pm | Case #4: Ontario Christian Gleaners Lecture | |
| 6 | Feb 9-14 | Case 5 Due at 11 am Quiz 5 Due at 11 pm | Case #5 Nestle-Rowntree Lecture | |
| | Feb 17-21 | <i>Reading Week</i> | | |
| 7 | Feb 23-28 | | Lecture, Preparation for Presentations, Debrief on Case Assessments | |
| 8 | March 2-7 | Presentation PowerPoint & Research Notes #1 Due at 11:00 am Sunday March 2 | Presentation #1 | |
| 9 | March 9-14 | | Lecture, Debrief on Presentations, | Lecture, Preparation for Presentations |
| 10 | March 16-21 | * Presentation PowerPoint & Research Notes #2 Due at 11:00 am Tuesday March 17 th | Lecture, Preparation for Presentations | Presentation # 2 |
| 11 | March 23-28 | | Presentation #2 | |
| 12 | March 30- April 4 | | Presentation #2 | |
| | | * Individual Assignment due April 9 @ 9 a.m. | | |