



MGMT*2150 Introduction to Canadian Business Management (.5 credit course)

General Course Information

	Section 01	Section 02
Instructor	Knut Brundtland	Justin Taillon
Email	kbrundtl@uoguelph.ca	taillon@uoguelph.ca
Office Phone	519-824-4120 x 56890	519-824-4120 x 52786
Cell Phone	416-617-1425	519-829-8123
Office Location	Macs 104	Macs 205
Office Hours	Tuesday, 2:30p-3:30p(appointment)	Wednesday, 11a-1p
Department/School	School of HFTM	School of HFTM
Class Schedule	10a-11:20a, MACS Room 121	10a-11:20a on T/TH, MCKN, Room 227

Course Description

*MGMT*2150 is an introductory course in the fundamentals of business management. Students will learn about the basic functions of business and management, namely the external environment, general and strategic management, human resources, operations, marketing, and financial management. The topics will be related to Canadian businesses. This course may not be taken for credit by Bachelor of Commerce students. The course uses a mix of lectures, presentations and discussions.*

Course Learning Outcomes

OUR Objectives

For class periods there are questions that both you and I are accountable for answering:

1. What do we need to know about the topic at hand to better understand and succeed in Canadian business?
2. What is the point? What is its significance? It is our job as a TEAM to identify, critique, and understand the “point” and its significance to the greater Canadian business environment each class period.
3. What do we do with this? We will learn and explore concepts that are applicable to decision-making in the Canadian marketplace. It is our job as a TEAM to comprehend the application of concepts from class.
4. How will the information provided affect others, from employees to customers, from bosses to your personal career trajectory?

YOUR Objectives

1. Understand the complexity, fundamental concepts, principles of management, and scope of Canada as a marketplace for businesses, the people and roles (stakeholders) involved in business, and traits of successful professionals.
2. Speak and write using terminology appropriate to the industry we are studying at a given point in time.
3. Understand the roles of professional associations, government agencies, companies, trade and professional literature, conferences, and organizations.
4. Understand management approaches to problem-solving and be able to apply these concepts.
5. Understand motivations for different levels of stakeholders in Canadian business.
6. Understand career directions, including organizational structures and how different positions work together.
7. Work as a TEAM to achieve mutual goals as necessary (e.g. teamwork, organizational behavior)
8. Be able to communicate the aforementioned learnings within “YOUR Objectives”
9. Most importantly, we must all be able to apply the successful managers’ philosophy: “You are the only reason for everything that happens to you” throughout the entire semester.

INSTRUCTOR Objectives

I am responsible for providing you with the tools and capabilities to complete assignments and answer the aforementioned questions. Furthermore, I am accountable for the following:

- Making students feel welcome and invited in the classroom.
- “Coaching” to promote success in the classroom.
- Being empathetic to your needs.
- Being enthusiastic about the material being covered and completing tasks in a timely manner.

Course Assessment

	Worth		Due Date	Location
Assessment 1:	30%	Journal: Integrated company assignment.	<i>Variable, see Daily Schedule</i>	<i>Courselink's Dropbox</i>
Assessment 2:	12.5%	Team Analysis and Presentation #1 (Industry)	<i>In Class, Variable, see Daily Schedule</i>	<i>In Class</i>
Assessment 3:	12.5%	Team Analysis and Presentation #2 (Organization)	<i>In Class, Variable, see Daily Schedule</i>	<i>In Class</i>
Assessment 4:	45%	One Midterm Exam (20%) One Final Exam (25%)	<i>Midterm: Final: 7pm, Dec. 9</i>	<i>In Class TBA</i>
Total	100%			

Exams (45%)

Midterm Exam (20%)

You will take one exam in class. The in-class Exam will cover all Seminars, Lectures, and Readings assigned to-date for the course. There will be an Exam review in the period preceding the Exam.

Final Exam (25%)

You will take an exam at the time and date that have been mandated by the University. You can find this online. The Exam will cover all Seminars, Lectures, and Readings assigned for the entire course. There will be an Exam review during the final week of the course.

Journal and Summative Assessment (30%)

Each member of the class will prepare a journal. The journal will consist of answers to questions pertaining to each team's assigned company and asked at the end of each class period (see list of questions in course outline). Each journal entry should be submitted by 11:59pm on Sunday nights via Courselink's Dropbox.

There are no length requirements for the journal entries. These are individual assignments, but collaboration is advised. When working together please include the names of people who have worked together on these reports at the bottom of the report you submit. You still must each have your own submission in Courselink. The individual journals will not be officially graded, but will be reviewed in connection with the summative assessment which is worth 30%.

A summation report will be due October 16. This report should be a condensed version of all journal entries and applied directly to the company that has been assigned to you. This will need to read as one flowing document. This means you will not be able to only copy/paste portions of each journal into one flowing document. The summation report is to be maximum 3000 words in length.

Presentations

There are two group assignments this semester. Each presentation is a group assignment. The dates of each presentation are included in the attached daily schedule. This is what your group will be responsible for:

- Provide a PPT with speaker notes. It will be posted online for the class to read. Your peers will study from this for the exam. The PPT must be received no later than 11:59pm on the Sunday the week you present.
- Convey information in a creative manner for the class.
- You will present and be graded as a group. Not everyone needs to speak. Every group member can be involved in their own way. This means that as a group you need to identify each group member's skill set and leverage this to maximize the quality of the presentation as a team. Being able to recognize each individual's strengths and leveraging these for the betterment of the group is an important skill for post-graduation success in the Canadian business environment.
- Finally, there may be some students enrolled in this course that do not treat their group members with the respect they deserve. If you have an issue at any time with a group member, please bring this to the Professor's attention immediately so it can be remedied. Each situation, relationship, and group dynamic is unique. We will treat you and your group as such.

Presentation #1 (12.5%)

Your group is responsible for conveying the following information depending on your assigned organization:

- **PESTEL:** Groups assigned to “Firms A” will be responsible for completing PESTEL analyses of their organizations.
- **Industry factors:** Groups assigned to “Firms B” will be responsible for assessing their organizations using Porter’s 5 forces, Opportunities, and Threats.
- **Stakeholder Analysis:** Groups assigned to “Firms C” will be responsible for assessing their organizations using a stakeholder analysis.

Presentation #2 (12.5%)

This presentation is an holistic assessment of entire organizations. Specific requirements will be discussed in class.

Course Resources

Required Texts:

Collins, Karen, Exploring Business Version 2.0 (Flatworld Knowledge, Irvington NY) Available in either bookstore or online at <http://students.flatworldknowledge.com>

Recommended Texts:

All assignments will be completed using the APA Manual. Most information regarding APA style and formatting can be found online; for the most complete and up-to-date APA information, which you will be graded on in this course, we recommend you purchase the recently published APA Manual. Here is a link to this text: <http://www.apastyle.org/manual/>

Other Resources:

All other materials will be made available via CourseLink.

Course Policies

Participation

Participation in the classroom is necessary for learning to occur in this class. Therefore, you are expected to come prepared to class and participate in the course..

Class participation will include staying abreast of current news stories as they relate to the Canadian business environment and discussing them in class during “Water Cooler Talks”, being an active participant in class, reading course materials that are assigned, dressing appropriately, and other activities and topics deemed necessary throughout the semester.

Although this is a large class, I will be able to identify certain individuals who deserve additional participation points, and some who should have participation points taken away. This will be based upon interactions in class, via email, and at events related to class. I reserve the right to alter your Course grade by up to 10% of your final grade plus or minus at the end of the semester, based on your participation.

Cell Phones, Food, Etcetera

You are expected to respect your peers and me. Cell Phones should be turned off before class begins. You may bring a drink to class with you. Food, including gum, is not permitted. Gum is not acceptable in business organizations post-graduation. If you foresee a circumstance where your cell phone must be left on or you must eat during the class please come speak to me so we may discuss and agree upon special arrangements.

Library as a Resource

The library and Learning Commons offer free services to help you succeed in your academic career. You can:

- Meet with a peer helper to discuss study strategies or your writing assignments
- attend Supported Learning Groups
- get assistance finding journal articles and books
- register for academic workshops
- so much more! Visit the Library website for more information: www.lib.uoguelph.ca

Academic Integrity

Academic misconduct is behaviour that erodes the basis of mutual trust on which scholarly exchanges occur, undermines the University’s exercise of its responsibility to evaluate students’ academic achievement or restricts the University’s ability to accomplish its learning objectives. The University of Guelph is committed to upholding the highest standards of academic integrity and requires all members of the University community to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. All information you should know about academic integrity at

the University as it applies to this course can be found here:

<http://www.open.uoguelph.ca/prospective/distance-education/academic-integrity.aspx>

Furthermore, I reserve the right to use Turn It In, a website that detects plagiarism, at any time during the semester for any of your assignments.

Grading Policies

Grading rubrics will be posted online prior to each assignment's due date. These rubrics will outline the grading scheme. If you feel a grading mistake has been made on any assignments please speak to the Professor directly.

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of 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.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar.

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: <http://www.csd.uoguelph.ca/csd/>

Drop date

The last date to drop one-semester courses, without academic penalty, is Friday, October 31, 2014. For regulations and procedures for Dropping Courses, see the Academic Calendar: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>

Daily Schedule

Sections 01 and 02 of MGMT*2150 have identical assignments and cover the same course material. They do not follow identical daily schedules though. On page 5 you will find the daily schedule for Section 02. This is Professor Taillon's course. On page 6 you will find the daily schedule for Section 01. This is Professor Knut Brundtland's course.

Date	Topic	Assignment	Reading
04-Sep	Go over syllabus, schedule, expectations, and assignments		
09-Sep	Foundation of Business		Chapter #1
11-Sep	<i>Gst Speaker Knut Brundtland - Chapter #9: Marketing</i>		Chapter #9
16-Sep	Regulatory Environment		Chapter #16
18-Sep	Business in a global environment		Chapter #3
23-Sep	Assign Groups, In-Class Networking & Groupwork		
25-Sep	No Class		
30-Sep	Management and Leadership		Chapter # 6
02-Oct	Human Resources		Chapter #7
07-Oct	Operations Management		Chapter #11
09-Oct	<i>Gst Speaker Knut Brundtland - Chapter #2: Ethics & CSR</i>		Chapter #2
14-Oct	No Class, Study for Exam!		
16-Oct	Exam #1	Exam #1	
21-Oct	<i>Gst Speaker Sandra Scott - Chapter #12: Accounting</i>		Chapter #12
23-Oct	<i>Gst Speaker Carrie Herzog - Chapter #10: Product Design & Develop</i>		Chapter #10
28-Oct	Teamwork	Summ. Journal	Chapter #8
30-Oct	Presentation #1: Firms A	P#1	
04-Nov	Presentation #1: Firms B	P#1	
06-Nov	Presentation #1: Firms C	P#1	
11-Nov	Negotiation, Part 1		"The Heart and Mind of the Negotiator"
13-Nov	Negotiation, Part 2		
18-Nov	Power		"Power"
20-Nov	Presentation #2: Firms C	P#2	
25-Nov	Presentation #2: Firms B	P#2	
27-Nov	Presentation #2: Firms A	P#2	
TBA	Final Exam	Exam #2	

MGMT* 2150 Introduction to Business
Schedule Fall 2014

Thursday Sept 4	Introduction to the course. Explain assignments
Tuesday Sept 9	Chapter # 1. Foundation of Business.
Thursday Sept 11	Chapter # 11. Operations Management. (Sec 01 – Prof. Taillon).
Thursday Sept 11	Chapter # 2. Ethics, CSR. (Sec 02 – Prof. Brundtland).
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Tuesday Sept 16	Chapter # 10. Product Design and Development.
Thursday Sept 18	Chapter # 9. Marketing.
Sunday Sept 21	Journal # 1 due in Dropbox by 11 pm (Tue Sept 9-Thur Sept 18).
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Tuesday Sept 23	Chapter # 6. Management and Leadership.
Thursday Sept 25	Chapter # 12. Accounting.
Sunday Sept 28	Journal # 2 due in Dropbox by 11 pm (Tue Sept 23- Thur Sept 25).
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Tuesday Sept 30	Chapter # 7. Human Resources.
Thursday Oct 2	Chapter # 8. Teamwork.
Sunday Oct 4	Journal # 3 due in Dropbox by 11 pm (Tue Sept 30-Oct 2).
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Tuesday Oct 7	Chapter # 16. Regulatory Environment.
Thursday Oct 9	Chapter # 6 Management and Leadership (Sec 01 – Prof. Taillon).
Thursday Oct 9	Chapter # 9 Marketing (Sec 02 – Prof. Brundtland).
Sunday Oct 12	Journal # 4 due in Dropbox by 11 am (Oct 7-Oct 9)
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Tuesday Oct 14	NO CLASS
Thursday Oct 16	Individual Summative Assignment from Classes Sept 9 – Oct 9. Post in Dropbox prior to class. Bring hard copy to class. Refer to questions in course outline as they relate to your assigned company. Discussion
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Tuesday Oct 21	Chapter # 3. Business in a global environment
Thursday Oct 23	The Business Presentation
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Tuesday Oct 28	Resource to teams regarding upcoming Presentation # 1. In Class. By appointment.
Thursday Oct 30	Presentation # 1. Teams # 1, 2, 3.4 PESTEL (companies assigned in class).
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MGMT*2150
Schedule Fall 2014 cont....

Tuesday Nov 4	Presentation #1. Teams , 5, 6.7 INDUSTRY FACTORS (companies assigned in class).
Thursday Nov 6	Presentation # 1. Teams , 8, 9.10 STAKEHOLDER ANALYSIS: (companies assigned in class).
Tuesday Nov 11	Resource to teams regarding upcoming Presentation # 2. In Class. By appointment.
Thursday Nov 13	Presentation # 2. Teams 1, 2, 3.4 Company Assessment: (same companies from first presentations)
Tuesday Nov 18	Presentation # 2. Teams , 5, 6. 7 Company Assessment: (same companies from first presentations)
Thursday Nov 20	Presentation # 2. Teams , 8, 9.10 Company Assessment: (same companies from first presentations)
Tuesday Nov 25	Exam Review
Tuesday Dec 9	2 hour exam. Time:7pm Dec 9. Place to be announced.

Readings / Assignments for Week 1-6 Journal Entries

These entries will contribute substantially to the information that will be analyzed and presented in your team presentations of your assigned Industry and Company.

Scope and Environment of Business

Chapter 1: Foundations of Business

1. Who owns your company?
2. What resources does it use? What resources are most important to your company?
3. What products or services does it produce or market? Which are most important to your company?
4. What factors affect the supply of the most important product your company produces?
5. What factors affect the demand for the key product or service your company produces or market?
6. What type of market is your company's key product or service bought and sold?

Strategy/Marketing

Chapter 9: Providing Value to Customers

10. How does your company segment its markets?
11. How does it use the marketing mix to sell its key product or service?
12. What approach does it use to branding?
13. Does it partner with other companies in its marketing
14. What sorts of pricing strategies does it use?
15. What sorts of distribution channels does it use?
16. How does it create value for its buyers? For its customers? Are the different? Why?
17. How does it advertise?
18. Does it use social media to promote its product, service or company? How?
19. Where in the product life cycle is your company key product or service?

Technology

Chapter 10: Product Design and Development

20. Describe the characteristics of your company's key product or service?
21. Does it require the use of complementary products or services?
22. How does it create value for customers?
23. Are there substitutes available to customers? How similar are they?

24. What benefits do your company's products or services provide to customers? How do these compare to a substitute product?
25. Describe what changes your product or service has undergone in the last 5-10 years?
26. How do those changes reflect customers' needs?
27. Does your company's product or service have Intellectual Property issues and/or protection?

Operations

Chapter 11: Operations Management

28. Describe the steps or stages of the process that is used to make or deliver your company's key product or service
29. What types or production processes are used?
30. Where does production or delivery occur?
31. What types of input are used in the production process? Where are they sourced?
32. What type of inventory issues does the company have?
33. How is technology used in the production process?
34. Does the company have capacity issues?
35. Does the company use quality control methods or processes? Describe them.
36. Has the company had quality related problems in the past?

Value Chains

37. What steps or stages of the production and marketing process are controlled by your company? Use its key product or service to ground your answer.
38. Draw a diagram to accompany your answer to the above question.
39. Which steps or stages are controlled by other companies? Describe briefly.
40. Are there ethical concerns involved anywhere in the value chain?
41. How is value created at various levels of the value chain?
42. What types or relationships exist between various participants in the value chain?

General Management and Leadership

Chapter 6: Managing for Business Success

Readings 4 in the Course Manual – Available online

68. Does the company have a formal strategy? How do you know?
69. What is its vision? Mission? What are its strategic goals?
70. What products and markets does it focus on as part of its product-market strategy?
71. Does it have a good competitive premise?
 - a) Does it provide value to customers
 - b) Does it do so in a way that is different from its competitors?
 - c) Does it do so in an economically feasible and sustainable way?
 - d) Does it do so in a way that would be difficult for other companies to match or imitate?
72. How does it structure or organize itself? Read section 3 of Chapter 6 and determine which of those forms of organization appear to best describe your company's structure. Provide evidence.
73. Who are the leaders of this organization? How do you know?
74. Do they do a good job? Why or why not?

Accounting and Financial Management

Chapter 12: Accounting

Chapter 13: Managing Financial Resources (skim this chapter)

43. Describe and explain the differences and relationships between financial and management accounting?
44. Who use accounting information? For what reasons? For what sorts of planning and decisions?
45. Find the financial statements for your company. Based on the last two years of complete data summarize the key measures in the sub-statements (see chart) as per the example below. Use a spreadsheet, and "program" the calculation or make a table by hand and do the calculations with a calculator.

Measure	2012	2013	Change in \$	% change
Income Statement				
Balance Sheet				
Statement of Owners Equity				
Cash Flow Statement				
Various Ratios				

Based on your summary table, answer the following. Provide the numerical evidence.

46. What is happening to sales?
47. What is happening to costs?
48. What is happening to profits?

49. What is happening to assets?
50. What is happening to liabilities?
51. What is happening to inventories?
52. What is happening to equity?
53. Does the company have enough money?
54. Does the company have to borrow money?
55. Does the company have to raise money in another way? How?
56. Is the company managed well?

Human Resources

Chapter 7: Recruiting, Motivating and Keeping Employees

Chapter 8: Teamwork and Communications

57. What type of employees does your company employ? What is the mix of management, blue-collar, supervisory, sales and other classifications of employees?
58. Does the company comment on programs related to diversity, training and other initiatives to improve the productivity and retention of its employees? How do these programs create value for the organization?
59. Which of the theories discussed in sections 3-1 to 3-4 of Chapter 7 would be useful in improving the management of human resources in this company?
60. Does the company have programs to deal with work-life balance? How would those affect your interest in working there?
61. How does the company compensate and provide benefits? What is required by law? What seems discretionary?
62. Does this company have unionized employees? Which union? What issues does this create? What issue might it solve?
63. Does the company use teamwork? If no direct information is available, make some educated inferences.
64. Does the company have a good communications strategy? Provide evidence to support your answer.

Regulatory Environment of Business (to be covered in the team presentation)

Chapter 16: The Legal and Regulatory Environment of Business

75. What laws and regulations are most important to your company's business?
76. What laws must your company's products comply with?
77. What laws must it follow with respect to its employees?

Corporate Social Responsibility

Chapter 2: Business Ethics and Social Responsibility

65. Who are the company's stakeholders?
66. What CSR programs does the company have? How can you evaluate them? What criteria are useful for such an evaluation? Do you have good evidence for this evaluation?
67. Does the company appear to "behave ethically"? Support your answer with evidence that is based on applying the theories discussed in Chapter 2.

International

Chapter 3: Business in a global environment

68. To what extent are your company's products and services imported and exported?
69. Does your company use licensing, strategic alliances, foreign direct investment or other forms of international business? Describe briefly.
70. How do PESTEL factors affect your company?
71. Is the concept of market failure relevant to your company?