

Introduction to Canadian Business Management (MNGT2150/Fall2013)

Instructor:

Dr. Erna van Duren
School of Hospitality and Tourism Management
Room 222 MacDonald Stewart Hall
Phone 519 824 4120 Ext 52100
E-mail: evandure@uoguelph.ca

Class Times:

Tuesday, Thursday from 10:00AM - 11:20AM
in MINS, Room 103

Office hours: By appointment and posted in
CourseLink

Required text:

Collins, Karen, [Exploring Business Version 2.0 \(Flatworld Knowledge, Irvington NY\)](#)
Available in either bookstore or online at <http://students.flatworldknowledge.com>
All other materials are available on the course D2L site

Overview

MNGT*2150 is an introductory course in the fundamentals of business management in Canada. 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 media. Project based learned learning is used throughout the course. Students work on one project, which has individual and team work components.

Course goals

The main goals of this course are to develop your:

1. understanding of the fundamental concepts and principles of management associated with the functional areas of the business, its overall management and its external environment
2. teamwork skills by working on projects with your peers
3. business communication skills

Course Format

The course meets twice per week and uses a mix of short lectures, case discussions, team presentations and critiques, movies and class discussions.

Administration

Please email evandure@uoguelph.ca if you will be missing class for a medical or other valid reason. I will not reply, but will file the email in the course folder.

Note: All other regulations as specified in the Undergraduate calendar will be followed in this course(
www.uoguelph.ca/registrar/calendars/undergraduate/current/c01/index.shtml).

Please note those on academic integrity in particular, at www.academicintegrity.uoguelph.ca/integrity_rules.cfm. Also, students should be aware that faculty have 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."

Introduction to Canadian Business Management (MNGT2150/Fall2013)

Evaluation

Assignment	Description	Grade
Integrated Company Assignment and Participation in Class	<p>A series of journal entries to prepare and reflect on the classes in the first half of the course are integrated into a summative assignment which is completed by each student.</p> <p>Students should prepare answers to the questions for the journal ahead of class, and then improve them based on class discussion.</p> <p>A total of 4 progress reports are to be posted at the end of each week starting the week with Saturday Sept. 21 and finishing by the week of Saturday Oct 26. (these dates reflect that the progress report should be posted no later than Saturday at noon)</p> <p>Although each student must complete his/her own summative assignment, you may work together to complete your progress reports. Please include the names of people who have worked together on these reports at the bottom of the report you submit. Also each person must post his/her own progress report in the DropBox titled progress report #1, #2, #3, #4</p>	30
Team Analysis and Presentation 1	This is an industry focused presentation. Each team is responsible for a short presentation on an assigned topic	15
Team Analysis and Presentation 2	This is a company focused presentation. Each team is responsible for a short presentation on an assigned topic	15
Movie Review	Select a movie from the attached list; write a review that answers a set of questions	20
Exam	Comprehensive exam, covers all course material	20
Total		100

In addition to the descriptions below, detailed instructions for all assignments are provided on the D2L site for the course.

A Report with a Summative Assessment of Journal Entries (35%)

A summary of your journal entries written in report form constitutes the major individual assignment in this course. The report should include sub-sections, an introduction and a concluding section that examines the overall strategy of the company. The report is to be no more than 3,000 words, be prepared in a 12 pitch font, and use line spacing of 1.15 and spaces between paragraphs. Diagrams, tables may be included, but must be integrated in the report. They will also be included in the word count.

Company Assignment

Each student will be assigned to an industry and company at the beginning of the semester. For each of the topic classes in Weeks 1-6, he/she will be responsible for answering questions about that company and industry in a journal format. The questions that will guide the preparation of this journal are attached to this outline.

Team Analysis and Presentation

Each student will be part of a team of 4 to 5 students that will be responsible for researching and presenting on an industry and a company within that industry.

Table 1 below shows the industries and companies within those industries that will be covered in this portion of the course.

Presentation Set #1: Environment and Industry Analysis (each team will have 15 minutes to present a set of slides, provide a handout, and answer questions from the class)

- a) PEST factors for each industry (Team assigned to Firm A, from each industry)
- b) Industry factors (Team assigned to Firm B, from each industry)
- c) Stakeholder factors (Team assigned to Firm C, from each industry)

Presentation Set #2: Company Assessment.

- a) Firms A, B and C in Oil
- b) Firms A, B and C in Technology / Games
- c) Firms A, B and C in Food Quick Service

		Company		
		Firm A	Firm B	Firm C
Industry	#1 Oil	Husky Energy	PetroCanada	Encanar
	#2 Technology/Games	Sony	Nintendo	Microsoft
	#3 Food /Quick Service	Tim Horton's	McDonalds	Starbucks

More details on the expectations for these presentations will be provided in class.

Introduction to Canadian Business Management (MNGT2150/Fall2013)

Movie Review

Each student will write a review on one of the movies in the list below which answers a set of questions relating to the course learning goals. Hint: read some of the reviews at www.rogerebert.com/reviews and answer the business related questions while you are it. Length: 1500 words Business related questions can be drawn from the list "Readings / Assignments for Week 1-6 Journal Entries", which appears later in this course outline

1. Barbarians at the Gate (1993 / James Garner, Jonathan Pryce, Peter Riegert)
2. Blood Diamond (2006 / Leonardo DiCaprio, Djimon Hounsou, Jennifer Connelly)
3. Citizen Kane (1941 / Orson Welles, Joseph Cotten, and Dorothy Comingore)
4. Glengarry Glen Ross (1992 / Al Pacino, Jack Lemmon, Alec Baldwin, Ed Harris)
5. Invictus (2009 / Morgan Freeman, Matt Damon, and Tony Kgoroge)
6. Lord of War (2005 / Nicolas Cage, Bridget Moynahan, Jared Leto)
7. Margin Call (2011 / Kevin Spacey, Paul Bettany, Zachary Quinto)
8. Network (1976 / Faye Dunaway, William Holden, Peter Finch, Robert Duvall)
9. Norma Rae (1979 / Sally Field, Beau Bridges, and Ron Leibman)
10. Patton (1970 / George C. Scott, Karl Malden, and Stephen Young)
11. Repo Man (1984 / Harry Dean Stanton, Emilio Estevez, and Tracey Walter)
12. Risky Business (1983 / Tom Cruise, Rebecca De Mornay, and Joe Pantoliano)
13. Something Ventured (2011 / Bill Bowes, Herbert Boyer, and Po Bronson)
14. The Devil Wears Prada (2006 / Anne Hathaway, Meryl Streep, Adrian Grenier, Emily Blunt)
15. The Godfather (1970 / Marlon Brando, Al Pacino, James Caan)
16. There Will Be Blood (2007 / Daniel Day-Lewis, Paul Dano, Ciarán Hinds, Martin Stringer)
17. Up in the Air (2009 / George Clooney, Vera Farmiga, and Anna Kendrick)
18. Wall Street (1987 / Charlie Sheen, Michael Douglas, and Tamara Tunie)
19. Working Girl (1988 / Harrison Ford, Sigourney Weaver, Melanie Griffith)
20. Kinky Boots (2005 / Starring Joel Edgerton, Chiwetel Ejiofor, Sarah-Jane Potts)
21. The Informant! (2009 / Starring Matt Damon, Lucas McHugh Carroll, Tony Hale)
22. Syriana (2005 / Starring: Kayvan Novak, George Clooney, Matt Damon)
23. Casino (1995 / Starring Robert de Niro, Sharon Stone. Joe Pesci)

Introduction to Canadian Business Management (MNGT2150/Fall2013)

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.

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?

Chapter 3: Business in a global environment

7. To what extent are your company's products and services imported and exported?
8. Does your company use licensing, strategic alliances, foreign direct investment or other forms of international business? Describe briefly.
9. How do PEST factors affect your company?

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?

Introduction to Canadian Business Management (MNGT2150/Fall2013)

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?

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	2011	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?

Introduction to Canadian Business Management (MNGT2150/Fall2013)

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.

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.

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?

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?
78. IS the concept of market failure relevant to your company?

Introduction to Canadian Business Management (MNGT2150/Fall2013)

Schedule (subject to change, pending final enrolment)

Tuesday		Thursday	
		Sept 5	Introduction to Course
Sept 10	Scope and Environment of Business Chapter 1: Foundations of Business Chapter 3: Business in a global environment	Sept 12	Strategy / Marketing Reading: CourseLink Chapter 9: Providing Value to Customers
Sept 17	Technology / Products Chapter 10: Product Design and Development	Sept 19	Operations Chapter 11: Operations Management Value Chains and Industry Analysis Reading: In CourseLink
Sept 24	General Management / Leadership Reading: CourseLink Chapter 6: Managing for Success	Sept 26	Finance and Accounting Chapter 12: Accounting Chapter 13: Financial Management
Oct 1	Human Resources Chapter 7: Recruiting, Motivating and Keeping Employees <i>Chapter 8: Teamwork and Communications</i>	Oct 3	Corporate Social Responsibility Chapter 2: Business Ethics and Social Responsibility Reading: In CourseLink
Oct 8	Communications: The Business Presentation	Oct 10	No class
Oct 15	Regulatory Environment of Business Chapter 16: Legal and Regulatory Environment of Business	Oct 17	Individual Assignment Due at beginning of class Review
Oct 22	Presentations Set #1 Topic (a): PEST	Oct 24	Presentations Set # 1 Topic (b): Industry Analysis
Oct 29	Presentations Set # 1 Topic(c): Stakeholder Analysis	Oct 31	Movie / Economics Handout: In CourseLink
Nov 5	Movie / Economics Handout: In CourseLink	Nov 7	Movie / Leadership Handout: In CourseLink
Nov 12	Movie / Leadership Handout: In CourseLink	Nov 14	Presentations Set #2 Oil Companies
Nov 19	Presentations Set #2 Technology Companies	Nov 21	Presentations Set #2 Food Companies
Nov 26	Review for final exam:	Movie Review Due on the day of the final exam	
Final Exam: Scheduled by the registrar's office. Will cover all course material			