



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

### General Course Information

	Section 01	Section 02
<b>Instructor</b>	J.E. (Joe) Barth	Knut Brundtland
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Office Phone	519-824-4120 x 54867	519-824-4120 x 56890
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Office Location	Macs 124	Macs 104
Office Hours	Mondays, 9:30am -11:30am	Tuesday, 2:30p-3:30p(appointment)
Department/School	School of HFTM	School of HFTM
Class Schedule	M&W, 11:30 AM-12:50 PM, TBA	M&W, 11:30 AM-12:50 PM, TBA

### 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

### Examinations:

- Midterm Exam (20%)                      In-class                                      February 11, 2015
- Final Exam                      (25%)                      **Cumulative**                      TBA

### Journal and Summative Assessment (30%)

- Four (4) Individual Journals due each Sunday, 11:00 PM, Jan 25 – Feb 15
- Summative Assessment due February 25<sup>th</sup> 11:00 AM before class. See descriptions below

### Group Presentations (2)

- Week of March 9-16 (10%)    see description below
- Week of March 23-30 (15%)    see description below

### Peer Evaluation for Group Presentation Assignments:

Ideally, students work well together and participate fully as team members according to their strengths. However, in some cases, certain team members may contribute disproportionately, and should thus receive a higher or lower grade than other members of the team. Each student must fill in the Peer evaluation form below and return it in a sealed envelope with the project, or email their evaluation to the instructor.

Anyone who does not provide a peer evaluation is considered to have allocated points equally among the members of the group.

**Only the instructor and the Director of the School will see the peer evaluations. These are kept in the strictest confidence and never revealed to any student.**

### How peer evaluation works:

Suppose there are 5 people in your group and the presentations receive a combined grade of 19/25. You have a total of 100 points to allocate among every member of your group except yourself. Each students' allocations are entered from top to bottom into a spreadsheet, Total Points are obtained by adding across, and the final grade is calculated by multiplying the Total Points by the project Grade ÷ 100 as follows:

	Jim ↓	Babs ↓	Roger ↓	Wenli ↓	George ↓	Total →	Final Grade
Jim	n/a	30	30	30	25	115	21.85
Babs	25	n/a	30	25	25	105	19.95
Roger	25	25	n/a	25	25	100	19.00
Wenli	25	25	20	n/a	25	95	18.05
George	25	20	20	20	n/a	85	16.15
Total	100	100	100	100	100	500	95.00

### Notes:

- (1) The final mark is obtained by multiplying the (Total X project Grade) ÷ 100.
- (2) A grade of more than 100% will not be awarded, even though it is mathematically possible.

Print and Submit this form in a sealed envelope with your project, or by email attachment with "HTM\*3030 Peer Evaluation" in the subject line.

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PEER PERFORMANCE EVALUATION: You have 100 points to allocate to each member of your team other than yourself according to their contribution and participation in the project. You must allocate all 100 points.

Team Number: \_\_\_\_\_ Your Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_ Points: \_\_\_\_\_

Name: \_\_\_\_\_ Points: \_\_\_\_\_

Name: \_\_\_\_\_ Points: \_\_\_\_\_

Name: \_\_\_\_\_ Points: \_\_\_\_\_

Total: 100 points

Journal and Summative Assessment (30%)

Each student will be assigned to a team at the beginning of the semester. Each team is assigned a company.

Step 1: Four (4) Individual Journal submissions

All students will prepare four individual journal submissions that relate the material covered in class to their company. Individual journals are submitted to the dropbox in CourseLink according to the dates in the class schedule (see below). There are no length requirements for the journal submissions. These are individual assignments, but consultation and discussion with classmates is advised. Please credit people who have contributed their knowledge to your individual report at the bottom of your submission with your thanks. Remember each student must have their own individual work submitted to CourseLink. Individual journals form the foundation of the summative assessment worth 30%.

**Readings / Assignments for Week 1-6 Journal Entries**

The questions below are guidelines that will be helpful in preparing your journals and the summative assessment as they pertain to your assigned 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?

## Strategy/ Marketing

### Chapter 9: Providing Value to Customers

1. How does your company segment its markets?
2. How does it use the marketing mix to sell its key product or service?
3. What approach does it use to branding?
4. Does it partner with other companies in its marketing
5. What sorts of pricing strategies does it use?
6. What sorts of distribution channels does it use?
7. How does it create value for its buyers? For its customers? Are they different? Why?
8. How does it advertise?
9. Does it use social media to promote its product, service or company? How?
10. Where in the product life cycle is your company's key product or service?

## Technology

### Chapter 10: Product Design and Development

1. Describe the characteristics of your company's key product or service?
2. Does it require the use of complementary products or services?
3. How does it create value for customers?
4. Are there substitutes available to customers? How similar are they?
5. What benefits do your company's products or services provide to customers? How do these compare to a substitute product?
6. Describe what changes your product or service has undergone in the last 5-10 years?
7. How do those changes reflect customers' needs?
8. Does your company's product or service have Intellectual Property issues and/or protection?

## Operations

### Chapter 11: Operations Management

1. Describe the steps or stages of the process that is used to make or deliver your company's key product or service
2. What types of production processes are used?
3. Where does production or delivery occur?
4. What types of input are used in the production process? Where are they sourced?
5. What type of inventory issues does the company have?
6. How is technology used in the production process?
7. Does the company have capacity issues?
8. Does the company use quality control methods or processes? Describe them.
9. Has the company had quality related problems in the past?
10. 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.
11. Draw a diagram to accompany your answer to the above question.
12. Which steps or stages are controlled by other companies? Describe briefly.
13. Are there ethical concerns involved anywhere in the value chain?
14. How is value created at various levels of the value chain?
15. What types of relationships exist between various participants in the value chain?

## Corporate Social Responsibility

### Chapter 2: Business Ethics and Social Responsibility

1. Who are the company's stakeholders?
2. 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?
3. Does the company appear to "behave ethically"? Support your answer with evidence that is based on applying the theories discussed in Chapter 2.

## Accounting and Financial Management

### Chapter 12: Accounting

Based on a summary table per below, answer the following, providing numerical evidence:

1. Describe and explain the differences and relationships between financial and management accounting?
2. Who use accounting information? For what reasons? For what sorts of planning and decisions?
3. Find the financial statements for your company. Based on the last two years of complete data summarize the key measures in each of the Statements below. Set up a table by hand using a calculator or with a spreadsheet program (EXCEL) similar to that below.

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

4. What is happening to sales?
5. What is happening to costs?
6. What is happening to profits?
7. What is happening to assets?
8. What is happening to liabilities?
9. What is happening to inventories?
10. What is happening to equity?
11. Does the company have enough money?
12. Does the company have to borrow money?
13. Does the company have to raise money in another way? How?
14. Is the company managed well?

## Human Resources

### Chapter 7: Recruiting, Motivating and Keeping Employees

### Chapter 8: Teamwork and Communications

1. What type of employees does your company employ? What is the mix of management, blue-collar, supervisory, sales and other classifications of employees?
2. 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?

3. 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?
4. Does the company have programs to deal with work-life balance? How would those affect your interest in working there?
5. How does the company compensate and provide benefits? What is required by law? What seems discretionary?
6. Does this company have unionized employees? Which union? What issues does this create? What issue might it solve?
7. Does the company use teamwork? If no direct information is available, make some educated inferences.
8. 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

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

### General Management and Leadership

#### Chapter 6: Managing for Business Success

##### Readings 4 in the Course Manual – Available online

1. Does the company have a formal strategy? How do you know?
2. What is its vision? Mission? What are its strategic goals?
3. What products and markets does it focus on as part of its product-market strategy?
4. 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?
5. 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.
6. Who are the leaders of this organization? How do you know?
7. Do they do a good job? Why or why not?

### International

#### Chapter 3: Business in a global environment

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

## Step 2: The Summative Assessment Report

The summative report is due February 25 at 11:00 AM in the Dropbox. You must also bring a printed copy of the report to class. For the instructor. This report should be a condensed version of all your journal entries and applied directly to the company that has been assigned to you. This will need to read as one flowing document. The summative report is to be a maximum of 3000 words in length.

### Team Presentations

Your team will deliver two team presentations this semester. You will be assigned a team number at the beginning of the course. The dates of each presentation are included in the daily schedule below. This is what your group will be responsible for:

- Provide a PPT file for each presentation. The PPT must be received in dropbox no later than 11:59pm on the day before you present.
- Provide a report of your analysis according to a rubric that will be provided. Put your report in dropbox and provide a printed copy for the instructor.
- You will present and be graded as a group. Everyone needs to speak.

### Presentation #1 (10%)

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

- PESTEL: Teams 1 – 4 assigned to “Group A Companies” will be responsible for completing PESTEL analyses of their organizations.
- Industry factors: Teams 5 - 7 assigned to “Group B Companies” will be responsible for assessing their organizations using Porter’s 5 forces, Opportunities, and Threats.
- Stakeholder Analysis: Teams 8 - 10 assigned to “Group C Companies” will be responsible for assessing their organizations using a stakeholder analysis.
- Your report should be no more than 750 words.

### Presentation #2 (15%)

This presentation is a holistic assessment of entire organization. You will provide a company background, a PESTIL, Porter, SWAT, Stakeholder analysis, and conclusions/recommendations. Specific requirements will be discussed in class.

- A rubric will be provided for your presentation / report. Put your report into dropbox and bring a printed copy for the instructor.
- Your report should be no more than 1,000 words in length.

	Group A companies	Group B Companies	Group C companies
Presentation Dates	Mar 9 & Mar 23	Mar 11 & Mar 25	Mar 16 & Mar 30
Teams	1 - 4	5 - 7	8 - 10
Tech Companies	CGI Group	CAE	Bell Canada Enterprises
Financial	Toronto Dominion Bank	Manulife Financial	Fidelity Investments
Retail	Sears Canada Ltd.	Canadian Tire	Lululemon Athletica
	Home Hardware		

## 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, Etc.

You are expected to respect your peers, the instructor and the classroom learning environment.

Cell Phones should be turned off before class begins. Chatter is disruptive and not allowed. You may bring a drink to class. Food is best consumed elsewhere.

### 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](http://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>

**Turn It In**, a website that detects plagiarism, may be used 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](mailto: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, March 6, 2015. For regulations and procedures for Dropping Courses, see the Academic Calendar:

**Class Schedule**

Date	Activity
Jan 5	Introduction to the course. Explain assignments
Jan 7	Chapter # 1. Foundation of Business.
Jan 12	Chapter # 9 Marketing.
Jan 14	Chapter # 10. Product Design and Development
Jan 19	Chapter # 11. Operations
Jan 21	Chapter # 2. Ethics and CSR.
Jan 25	Journal # 1 due in Dropbox by 11 pm (Chapters 1, 2, 9, 10 &11)
Jan 26	Chapter # 12. Accounting
Jan 28	Chapter # 7. Human Resources
Feb 1	Journal # 2 due in Dropbox by 11 pm (Chapters 7 & 12)
Feb 2	Chapter # 8. Teamwork
Feb 4	Chapter # 16. Regulatory Environment
Feb 8	Journal # 3 due in Dropbox by 11 pm (Chapters 8 & 16)
Feb 9	Chapter #6: Management and Leadership
Feb 11	In- Class Midterm Examination
Feb 15	Journal # 4 due in Dropbox by 11 am (Chapter 6)
Feb 16- Feb 20	Spring Break – No Classes
Feb 23	Chapter # 3. Business in a global environment
Feb 25	Individual Summative Assignment due in Dropbox before class. Discussion/Review
Mar 2	Resource to teams regarding upcoming Presentation # 1. By appointment
Mar 4	How to make a Business Presentation
Mar 9	Presentation #1. Teams 1-4 group A PESTEL. PPT files and report due in dropbox Mar 8 11:59 PM.
Mar 11	Presentation #1. Teams 5-7 group B INDUSTRY FACTORS PPT files and report due in dropbox Mar 10 11:59 PM.
Mar 16	Presentation #1. Teams 8-10 group C STAKEHOLDER ANALYSIS PPT files and report due in dropbox Mar 15 11:59 PM.
Mar 18	Resource to teams regarding upcoming Presentation # 2. By appointment.
Mar 23	Presentation #2. Teams companies in group A COMPANY ASSESSMENT PPT files and report due in dropbox Mar 22 11:59 PM.

Mar 25	Presentation #2. Teams companies in group B COMPANY ASSESSMENT PPT files and report due in dropbox Mar 24 11:59 PM.
Mar 30	Presentation #2. Teams companies in group C COMPANY ASSESSMENT PPT files and report due in dropbox Mar 29 11:59 PM.
Apr. 1	Exam Review