



Course Outline

Business 270

Business Policy

42.0 Hours

3.0 Credits

Prepared by _____

Date: January 9, 2012

Brian Paul, Instructor

Approved by _____

Date: _____

Shelagh Rowles, Dean of Applied Science & Management

YUKON COLLEGE

Copyright January 2012

All rights are reserved. None of the material covered by this copyright may be reproduced or utilized in any form or by any means - electronic or mechanical - or traded, rented or resold without written permission from Yukon College.

This course outline was prepared by Brian Paul on January 9, 2012.

Yukon College
500 College Drive
Post Office Box 2799
Whitehorse, Yukon Y1A 5K4

Business Policy

Instructor:	Brian Paul, M.Sc., MBA		
Office Location:	Room #A 2412 - Ayamdigut Campus		
Office Hours:	13:00 - 17:00: Tuesday and Wednesday 09:00 - 12:00: Friday (or by appointment)		
Telephone Numbers:	668-8756 (Ayamdigut) 667-6763 (Home) 668-8890 (FAX - Ayamdigut) E-Mail: bpaul@yukoncollege.yk.ca (Ayamdigut) bpaul@northwestel.net (Home)		
Course Length:	42.0 hours (1.5 hrs/day; 2 days/week; 14 weeks)		
Course Days:	Mon / Thur	Course Time:	15:30 - 17:00
Class Room #:	A 2204	Lab Room #:	A 2408 / A 2702 A 2704

Course Description:

A business policy course is - essentially - a course in general management. The general manager in an organization is responsible for the direction and performance of the entire organization. Among his or her main tasks are the development of a strategic plan for the organization, the allocation of scarce resources in the face of uncertainty, the integration of the different components of the organization, and the motivation of employees so that the objectives of the organization are met.

General managers exist in both private and public sector organizations, and they are responsible for organizational units that vary in size from large corporations to smaller divisions and individual businesses.

The primary emphasis in this course will be on *strategy*. An important task for the student - in the role of a general manager - will be to develop various strategies in order to compete successfully with other organizations. *Organizational strategy* will determine the

survival, growth and profitability of the organization as a whole. *Strategic management* is the process through which strategic decisions are made and implemented.

This policy course is divided into twelve sections, as is the accompanying case book edited by Paul Beamish. The case groupings in the tenth edition of the Beamish text are somewhat different than the case groupings in earlier editions of the text. The first six sections explore the need for organizational strategy and describe its central place in the organization. The role a general manager plays in the formulation of organizational strategy is also examined. The *formulation* of individual business and corporate strategies will be examined through the extensive use of case studies.

The final six sections of the course deal more with the *implementation* of organizational strategy than its formulation. A key component in this latter section of the course will be the management of organizational change.

Course Goals:

Over the duration of this course, the instructor would like students to

- 1) develop a strategic (or general management) perspective,
- 2) develop an understanding of the strategic management process,
- 3) develop a method for analyzing strategic decisions, and apply it in different circumstances,
- 4) develop an appreciation for the political, social and interpersonal processes occurring within organizations, and understand their impact on strategy formulation, and
- 5) further refine their skills in communicating arguments and conclusions in both oral and written form.

The knowledge, skills and perspectives a student will develop in this course will be of use even if the student doesn't go on to become a general manager - they will be use no matter what the student ends up doing in an organization. They will help the *ex-student* understand his or her own job in the context of the organization and help relate it to what the organization is trying to do. The knowledge, skills and perspectives gained in this course will also be useful to consultants, financial analysts and investors who require a systematic method for evaluating the health and future prospects of an organization.

This policy course should also assist the student in the development of his or her decision-making capabilities. During the duration of the course, students will be asked to

- 1) assess and define the objectives of various businesses,
- 2) identify the strengths and weaknesses of organizations and organizational personnel,
- 3) assess organizational resources to determine if they are adequate to achieve specific objectives,

- 4) identify alternative means to achieve organizational objectives, and
- 5) choose among alternative actions, select the means of implementation and recommend a defensible plan of action.

These are activities that the student will undertake frequently, and quite often intuitively. Nevertheless, they are skills that *can* and *should* be improved to promote more effective personal decision-making.

Course Prerequisites:

Students should complete the first year of the Diploma program in Business Administration, as well as a course in corporate finance or managerial accounting, prior to taking this course. It will normally be taken by full-time Business Administration students during their final semester.

Course Format:

The Case Method

The course will be developed around the cases in **Cases in Strategic Management (10th Edition)**, by Paul Beamish. Due to the integrative and judgmental nature of most strategic decisions, it is important that the student develop a systematic approach to case analysis. The cases (and supplementary readings) will provide you with the strategic concepts, as well as a feeling for the details of specific business activities.

Every managerial situation is unique and there is no set of recipes that can be applied in all circumstances. In this course, the emphasis will be on *learning by doing* - in other words, dealing with real situations. Through repetition, the group and class discussion of cases should help you develop an intuitive feel for the process of strategic decision-making.

The classroom should be considered a laboratory where you can test your decision-making and communication skills. Learning through the case method is very much a cooperative process. ***You should come to all classes prepared and ready to make a contribution to the class discussion.*** These requirements are essential to the development of personal decision-making skills and to the learning experience of the entire class. In the classroom, the following questions should be continually posed by students:

- 1) Did my classroom comments improve the class's understanding of the situation ?
- 2) Did my classroom comments build on previous comments or analysis ?
- 3) Did I pay attention to other students' comments and alter my thinking when appropriate ?
- 4) Did my classroom comments reflect genuine analysis of the case or did they merely repeat information presented in the case ?

Cases should be prepared in detail as described in the handouts and as you have done a number of times in previous courses. Instead of seeking the one best answer, you should be more concerned with the process by which you identify, evaluate and deal with the issues in the case. More important than the solution to the case is the analysis and synthesis that you will undertake to prepare the case. You should try to think for yourself without relying too heavily on the instructor or your colleagues. You will be able to evaluate your facility with case analysis by comparing your analysis and recommendations to those of your classmates. Remember that there may be more than one approach to analyzing a particular case - if your approach differs from the actual or recommended approach, it is not necessarily wrong. Finding out what the organization in the case actually did may not be of great significance.

The Business Simulation

A business simulation - **The 2012 Edition of The Business Strategy Game** - will form an integral part of the course. Students will be responsible for making decisions and submitting them to the server on a weekly basis.

Course Requirements:

Attendance and Participation

This course will be taught using the case method - regular student attendance and participation are essential. The substantial participation grade (25%) reflects the fact that the assigned case studies must be read and thoroughly analyzed by students prior to class.

Students will be expected to actively participate in case discussions.

If you must miss a class, please let the instructor know - a make-up class can sometimes be arranged or classroom handouts collected. *Excused* absences will be viewed more favorably by the instructor when the time comes to compile final participation grades. *Unexcused* absences will have a significant impact on students' participation grades.

Students may be dismissed from this course if they miss four or more classes during the semester.

Assignments

The main requirement for the written case assignments is that they be submitted on the due date. ***Late assignments will have twenty percent (20%) deducted for every day they are late.*** Unless prior arrangements are made with the instructor, or the instructor indicates otherwise, all assignments will be word processed. ***All three written assignments must be submitted to obtain a credit in Business 270.***

Decisions pertaining to the business simulation will be required on a weekly basis. Late decisions will not be accepted, as the simulation will be updated by the server immediately following the due date.

Plagiarism

Plagiarism is a serious academic offence. Students who plagiarize material for assignments will receive a mark of zero (F) on the assignment and may fail the course. Plagiarism may result in dismissal from a program of study or the college.

Plagiarism involves presenting the words of someone else as you own. Plagiarism can be the deliberate use of a whole piece of another person's writing, but more frequently it occurs when students fail to acknowledge and to document sources from which they have taken material. Whenever the words, research, or ideas of others are directly quoted or paraphrased they must be documented according to standard procedures (APA or MLA). Re-submitting a paper for which you have previously received credit is also an academic offence.

Students with Disabilities or Chronic Conditions

Reasonable accommodation is available for students with a documented disability or chronic condition. It is the student's responsibility to seek out accommodation. If a student has a disability or chronic condition and needs accommodation to fully participate in this course, he or she should contact the Learning Assistance Centre at 668-8785 or lassist@yukoncollege.yk.ca.

Examinations

There are no formal examinations in this course.

Evaluation:

A final grade for this course will be assigned on the following basis:

Class Participation 25%

This includes attending class, listening in the classroom, questioning, clarifying remarks, participating in case discussions, and supporting class members. Formal feedback on students' performance will be provided by the instructor on a periodic basis.

Business Simulation 24 - 30%

The business simulation will run for almost the entire semester. Students will be evaluated using a number of criteria, and marks will be assigned on the basis of the students' relative ranking.

Assignments 45 - 51% (3 x 10-20%)

There will be three written case assignments worth from 10 to 20% each.

Total: 100%

Required Textbooks:

Beamish, Paul W. (2012): **Cases in Strategic Management (10th Edition)**: McGraw-Hill Ryerson, 592 pp.

The preceding textbook is available from the Yukon College bookstore; the book is priced at \$125.00.

Students will be provided with a registration code for **The Online Edition of the Business Strategy Game** by the end of the first week of classes (hopefully, in the second class on January 12). Students will then have to set up a participant account, which will cost approximately \$45. An online **Player's Guide** (in Adobe Acrobat format) can be downloaded once your participant account has been set up.

Supplementary Textbooks:

Supplementary textbooks covering a range of strategic management topics are available in the Yukon College Library. If you are looking for a book or magazine article on a specific topic, the instructor should be able to steer you in the right direction.

Required Supplies:

None

Proposed Syllabus:

Class	Date	Text: Chapters	Topic
1	01/09/12		INTRODUCTION TO THE COURSE AND DISCUSSION OF THE COURSE OUTLINE
2	01/12/12		DISTRIBUTION OF BSG REGISTRATION CODES, AND REVIEW OF CASE PREPARATION
	01/13/12		LAST DAY TO REGISTER IN WINTER SEMESTER COURSES
3	01/16/12		INTRODUCTION TO THE BUSINESS STRATEGY GAME (BSG)
			THIS CLASS WILL BE HELD ON FROM 3:15 PM TO 5:15 PM IN ROOM A 2704.

Class	Date	Text: Chapters	Topic
PART ONE: CREATING COMPETITIVE ADVANTAGE			
4	01/19/12	C01	RESEARCH IN MOTION
PART TWO: ANALYZING THE EXTERNAL ENVIRONMENT			
5	01/23/12	C04	LOBLAW COMPANIES LIMITED
6	01/26/12	C06	THE CHINESE FIREWORKS INDUSTRY (REVISED)
	01/27/12		BSG - TRIAL DECISION ONE DUE (5:00 PM)
PART THREE: ANALYZING THE INTERNAL ENVIRONMENT			
7	01/30/12	C07	IKEA (CANADA) LTD. - 1986 (CONDENSED)
8	02/02/12	C08	PRINCE EDWARD ISLAND PRESERVE COMPANY: TURNAROUND
	03/03/12		BSG - TRIAL DECISION TWO DUE (5:00 PM)
9	02/06/12	C09	ROGER'S CHOCOLATES (A)
PART FOUR: ASSESSING INTELLECTUAL ASSETS			
10	02/09/12	C11	MAJESTICA HOTEL IN SHANGHAI ?
	02/10/12		BSG - 1ST DECISION DUE (5:00 PM)
			BSG - ONLINE QUIZ ONE DUE (5:00 PM)
PART FIVE: CREATING AND SUSTAINING COMPETITIVE ADVANTAGE			
11	02/13/12	C13	MAPLE LEAF CONSUMER FOODS - FIXING HOT DOGS (A)
13	02/16/12		REVIEW OF BUSINESS STRATEGY GAME, CLASSROOM PARTICIPATION AND WRITTEN CASE REPORTS
	02/17/12		BSG - 2ND DECISION DUE (5:00 PM)
12	02/20/12	C14	GANONG BROS. LIMITED
14	02/23/12	C15	HOLEY SOLES

Class	Date	Text: Chapters	Topic
	02/24/12		BSG - 3RD DECISION DUE (5:00 PM)
PART SIX: CREATING VALUE THROUGH DIVERSIFICATION			
15	02/27/12	C17	VINCOR AND THE NEW WORLD OF WINE
16	03/01/12	C19	SUNOPTA, INC.
	03/02/12		BSG - 4TH DECISION DUE (5:00 PM)
	03/03/12 TO 03/11/12		READING WEEK BREAK
PART SEVEN: CREATING VALUE IN GLOBAL MARKETS			
17	03/12/12		TBA
			CASE ASSIGNMENT #1 DUE
18	03/15/12	C22	CANADIAN SOLAR
	03/16/12		BSG - 5TH DECISION DUE (5:00 PM)
			BSG - ONLINE QUIZ TWO DUE (5:00 PM)
PART EIGHT: COMPETITIVE DYNAMICS & ENTREPRENEURIAL STRATEGIES			
19	03/19/12	C26	CORAL DIVERS RESORT (REVISED)
20	03/22/12	C27	TAVAZO CO.
			LAST DAY TO WITHDRAW FROM BUSINESS 270 WITHOUT ACADEMIC PENALTY
	03/23/12		BSG - 6TH DECISION DUE (5:00 PM)
21	03/26/12		RUSSKI ADVENTURES (HANDOUT)
PART TEN: CREATING EFFECTIVE ORGANIZATIONAL DESIGNS			
22	03/29/12	C28	VICTORIA HEAVY EQUIPMENT
	03/30/12		BSG - 7TH DECISION DUE (5:00 PM)

Class	Date	Text: Chapters	Topic
PART NINE: STRATEGIC CONTROL & CORPORATE GOVERNANCE			
23	04/02/12	C31	CCL INDUSTRIES INC: BUILDING & MAINTAINING AN EFFECTIVE BOARD
24	04/05/12	C32	CURRIE ROAD CONSTRUCTION (A)
	04/06/12		BSG - 8TH DECISION DUE (5:00 PM)
	04/06/12 TO 04/09/12		EASTER WEEKEND
PART ELEVEN: CREATING AN ETHICAL ORGANIZATION			
25	04/12/12	C34 - C36	BARRICK GOLD CORPORATION - TANZANIA
			CASE ASSIGNMENT #2 DUE
	04/13/12		BSG - FINAL DECISION DUE (5:00 PM)
PART TWELVE: MANAGING INNOVATION AND ENTREPRENEURSHIP			
26	04/16/12	C33	THE GE ENERGY MANAGEMENT INITIATIVE (A)
27	04/19/12		BSG - DEBRIEFING SESSION
			EXAMINATION CASE DISTRIBUTED
	05/01/12		THIRD CASE ASSIGNMENT DUE (4:30 PM)