

Division of Applied Science & Management
School of Business and Leadership
Semester 2017-02, Winter 2017-18



Course Outline

Business 270

Business Policy

3.0 Credits

Prepared by: Jennifer Moorlag, Instructor

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Approved by: Margaret Dumkee, Dean

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Business Policy

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Course Days:	Mondays
Course Time:	9:00am-noon
Class Room #:	A 2605

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 eleventh 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.

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.

LEARNING OUTCOMES

Upon successful completion of the course, students will be able to

- demonstrate an understanding of the strategic management process,
- demonstrate a method for analyzing strategic decisions, and apply it in different circumstances,
- identify the strengths and weaknesses of organizations and organizational personnel,
- assess organizational resources to determine if they are adequate to achieve specific objectives,
- choose among alternative actions, select the means of implementation and recommend a defensible plan of action.
- develop an appreciation for the political, social and interpersonal processes occurring within organizations, and understand their impact on strategy formulation, and
- demonstrate skill in communicating arguments and conclusions in both oral and written form.

COURSE FORMAT:

The Case Method

The course will be developed around the cases in **Cases in Strategic Management (11th 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.

ASSESSMENTS:

Attendance and Participation

This course will be facilitated using the case method - regular student attendance and participation are essential. The substantial participation grade (30%) 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.***

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.

If you must miss a class, please let the instructor know. Students are responsible for collecting any missed material. As this class is a seminar/case based class, missing any classes will put a student at a serious disadvantage.

Assignments

There will be three written case assignments worth 15% each and one short reflective paper worth 5%.

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.***

Case Presentation(s)

Each student will be responsible for presenting two or more cases during the term. These case presentations will be worth 25% of the final grade. The number of case presentations will vary with the number of students enrolled in the class.

Evaluation

Assignments (3 x 15%)	45
Case Presentation(s)	25
Reflection Paper	5
Participation	25
Total	100%

Examinations

There are no formal examinations in this course.

Required Textbooks:

Beamish, Paul W. (2015): **Cases in Strategic Management (11th Edition)**: McGraw-Hill Ryerson, 519 pp.

The preceding textbook is available from the Yukon College bookstore; the book is priced at \$120.00.

One copy of the Beamish text has been placed on two-hour reserve in the Yukon College library.

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.

ACADEMIC AND STUDENT CONDUCT

Information on academic standing and student rights and responsibilities can be found in the Academic Regulations. The Academic Regulations can be found on the Yukon College website.

PLAGIARISM

Plagiarism is a serious academic offence. Plagiarism occurs when students present the words of someone else as their 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 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 an accepted manuscript style (e.g., APA, CSE, MLA, etc.). Resubmitting a paper which has previously received credit is also considered plagiarism. Students who plagiarize material for assignments will receive a mark of zero (F) on the assignment and may fail the course. Plagiarism may also result in dismissal from a program of study or the College.

YUKON FIRST NATIONS CORE COMPETENCY

Yukon College recognizes that a greater understanding and awareness of Yukon First Nations history, culture and journey towards self-determination will help to build positive relationships among all Yukon citizens. As a result, to graduate from any Yukon College program, you will be required to achieve core competency in knowledge of Yukon First Nations. For details, please see www.yukoncollege.yk.ca/yfnccr.

ACADEMIC ACCOMMODATION

Reasonable accommodations are available for students requiring an academic accommodation to fully participate in this class. These accommodations are available for students with a documented disability, chronic condition or any other grounds specified in section 8.0 of the Yukon College Academic Regulations (available on the Yukon College website). It is the student's responsibility to seek these accommodations. If a student requires an academic accommodation, he/she should contact the Learning Assistance Centre (LAC) at (867) 668-8785 or lassist@yukoncollege.yk.ca.

PROPOSED SYLLABUS:

(Cases that are new to the eleventh edition of the Beamish case book are denoted with a double asterisk.)

Class	Date	Chapter (s)	Topic
1	01/08/18		Introduction to the course Review of the course outline Review of case preparation Assignment of case presentations
2	01/15/18	CO1 CO3	METHANEX ** BOMBARDIER AEROSPACE **
3	01/22/18	CO6 CO7	THE CHINESE FIREWORKS INDUSTRY SHER-WOOD HOCKEY STICKS **
4	01/29/18	CO8 CO9	CHARLES CHOCOLATES ** PRINCE EDWARD ISLAND PRESERVE COMPANY
5	02/05/18	C12 C13	IMMUNOVACCINE (IMV) CAR2GO **

6	02/12/18		HOPE BLOOMS (Working time for case assignment #1)
	02/16/18		CASE ASSIGNMENT #1 DUE (MIDNIGHT)
	02/19/18		READING WEEK – NO CLASS
7	02/26/18	C15 C16	GANONG BROS. LIMITED PHASE SEPARATION SOLUTIONS (PS2) **
8	03/05/18		CERVUS EQUIPMENT CORPORATION ** VINCOR AND THE NEW WORLD OF WINE
	03/19/18		Last day to withdraw without academic penalty
9	03/12/18		NEW YORK FRIES ** FIRSTWELL CORPORATION **
10	03/19/18		CORAL DIVERS RESORT VICTORIA HEAVY EQUIPMENT REFLECTION PAPER DUE (MIDNIGHT)
11	03/26/18		ENERPLUS CORPORATION CURRIE CONSTRUCTION
	03/29/18		CASE ASSIGNMENT #2 DUE (MIDNIGHT)
	04/02/18		EASTER MONDAY – NO CLASS
12	04/09/18		BARRICK GOLD ALTA AND SAIT **
13	04/11/18		Final (3rd) Case Assignment Released Working time for Case Assignment #3 (Monday schedule to replace Easter Monday)
	04/16/18 – 04/25/18		Final Exam Period
	04/25/18		FINAL (3RD) CASE ASSIGNMENT DUE (MIDNIGHT)