

ENGSCI 9501 - Business and Management: A Global Perspective

Course Outline, Summer 2019

Objectives

Business and Management: A Global Perspective is an intense, comprehensive course covering the fundamentals of business and management, from project financing and performance indicators to product life cycles and competitive advantage. The course is held over ten meetings using the Ivey Case-Method of Learning including Class Contributions.

The objective is to substantially prepare students for a transition from academia to private & public sector settings, by familiarising them with business concepts, ideas and vocabulary, and applying such concepts to real situations. Successful students will have invested significant time and effort in personal research, critical thinking, writing, organizing, teamwork, leading and following others. We are emulating the senior management workplace.

Topics by Module:

1. Introduction; Ivey Case-Method and Class Contributions; business sustainability; types of business; Porter's five forces & other frameworks; business drivers & key success factors; project success factors; annual reports & financial statements introduction.
2. Financial statements continued; cost of capital; depreciation and capital cost allowance; time value of money; activity-based costing; personal finance considerations.
3. Working capital cycle; seasonality; credit, collateral, character and conditions; short- and long-term debt; matching sources of funds with use of funds.
4. Maslow's hierarchy; market segmentation; unit contribution.
5. Public debt; role of central banks; project financing; revenue, capital, expense budgeting; balanced scorecard and KPI; perverse incentives; program management & project ranking.
6. Risk reduction; product-service model; journey mapping; Blue Ocean framework.
7. Operations management; Six Sigma, Lean & Theory of Constraints; Procurement & supply chain management.
8. Organisational structures; equity theory; unions and professional bodies.
9. Cultural diversity & global team leadership; conflict resolution & negotiation.
10. Crisis management; business recovery; applying management, leadership and technical skills for personal and business success.

Prerequisites

This course is open to any M.Eng. student.

Instructor:

Section 001: David Sumpton dsumpton@uwo.ca

- Office hours: by appointment in person. Telephone or video conference meetings may be scheduled.

Section 002: Mano Majumdar mmajumdar@ivey.ca

- Office Hours: By appointment in person.

Contact Hours & Schedule:

Contact hours: 3 hours per class

- **Section 001:** Wednesdays 8:30 – 11:30 am, May 8 – July 17; no class June 26; FNB 1250
- **Section 002:** To be confirmed, first class June 21, last class August 5

Textbook:

No required text. However, a casebook must be purchased from Ivey Publishing.

Course Materials:

- Essential readings are provided in OWL, including any publicly- available cases.
- Readings from literature and the business press may also be assigned.

Evaluation:**Assignments 70%**

The Assignment grade is based on the application of business principles in a practical situation. Students are expected to show deep analysis and insight, and provide cohesive reports in the requested format. The minimum requirement is to complete four case analysis reports as follows:

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|--------------------------------|-----|
| ○ Activity-based costing | 10% |
| ○ Financial statement analysis | 20% |
| ○ Marketing analysis | 20% |
| ○ Comprehensive case report | 20% |
- A report normally consists of 1,000- 2,000 words plus exhibits, with details specified in the assignment. Any specified 'word count' is a minimum requirement to obtain a satisfactory grade on the written portion of the report. Your reports may be longer.
 - The above details may be modified if in-class assignments are to be used. Unless otherwise specified, all assignments are team projects in which all students receive the same grade.
 - Accommodated students who require extra time to work on the Team assignments must notify the instructor in advance to make suitable arrangements.

Evaluation, continued:

Contributions 30%

The Contribution grade is an Individual grade, based on attendance, in-class contributions, and the instructor's overall evaluation of the student's professionalism and engagement.

- Modules 2-4: 10% posted before module 5.
- Modules 5-10: 20% posted after the final assignment is graded and returned to students.

Evaluation rubrics

A detailed rubric for assignments and contributions is provided in the course material.

Grading Standards:

Student's work and class contributions are evaluated on what would reasonably be expected of a Masters-level student who, upon graduation from their program, would demonstrate the skills shown in the Ontario Qualifications Framework <http://www.tcu.gov.on.ca/pepg/programs/oqf/certificate12.html>

Penalties:

- **Assignments (written reports, presentations):** Late reports are subject to penalties of 25% of assignment grade weight per business day. Reports five business days late or more, may receive a zero grade. Penalties are waived for legitimate and documented reasons such as illness. In the event of unequal student contributions to any team projects, student team members may be asked to attend a mandatory meeting together with the instructor to discuss perspectives and solutions. The instructor may grade student contributions individually.
- **Contributions:** Interactions with others during and outside class must be professional, or the student's contribution grade may be reduced. There is no penalty for disagreement or difference of opinion. Students who do not attend a particular module in-class, will not receive the contribution grade for that module. Students who advise the instructor in advance of any planned absence may, at the instructor's discretion, receive credit for the Attendance portion of the grade. Students with legitimate unplanned absences, and who provide supporting documentation afterwards, may also receive credit for the Attendance portion of the grade.

Scholastic Offences:

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_grad.pdf

Plagiarism:

University policy states that plagiarism, defined as the “act or an instance of copying or stealing another’s words or ideas and attributing them as one’s own.” (excerpted from Black’s Law Dictionary, West Group, 1999, 7th ed., p. 1170) is a scholastic offence. In submitting any written work as part of the coursework requirements for this course students must ensure that this work is written in their own words. Whenever students take an idea or a passage of text from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

A student who is found guilty of plagiarism in respect of any written work submitted as part of the coursework requirements for this course will be given a grade of zero for the submitted work. Repeated acts of plagiarism, either in this course or any other course subsequent to a first offence, will result in the student being given a failing grade for the course in which the subsequent offence occurs, and may also incur further penalties such as requiring the student to withdraw from the program in which they are enrolled in.

Attendance:

Any student who, in the opinion of the instructor, is absent too frequently from class, laboratory, or tutorial periods will be reported to the Dean (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean, the student will be debarred from taking the regular final examination in the course.

Accessibility:

Please contact the course instructor if you require material in an alternate format or if any other arrangements can make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 661-2111 x 82147 for any specific question regarding an accommodation.

Conduct:

Students are expected to arrive at lectures on time, and to conduct themselves during class in a professional and respectful manner that is not disruptive to others. Late comers may be asked to wait outside the classroom until being invited in by the Instructor. Please turn off your cell phone before coming to a class, tutorial, quiz or exam.

On the premises of the University or at a University-sponsored program, students must abide by the Student Code of Conduct:

<http://www.uwo.ca/univsec/board/code.pdf>

Sickness and Other Problems:

Students should immediately consult with the Instructor or Department Chair if they have any problems that could affect their performance in the course. Where appropriate, the problems should be documented (see attached). The student should seek advice from the Instructor or Department Chair regarding how best to deal with the problem. Failure to notify the Instructor or Department Chair immediately (or as soon as possible thereafter) will have a negative effect on any appeal.

For more information concerning medical accommodations, please see:

http://www.uwo.ca/univsec/handbook/appeals/accommodation_medical.pdf

Notice:

Students are responsible for regularly checking their email, and the course OWL site for notices related to the course.