

ELI 9001 – BUSINESS AND MANAGEMENT: A GLOBAL PERSPECTIVE

COURSE OUTLINE, FALL 2022

DESCRIPTION

Imagine you are running your own business or working in a big company, with many people in your team. What would you do, how, and why? Discover how Sustainable organizations deliver results. Create Marketing and Operations plans. Learn the essentials of Financial Statements. Create and deliver new Entrepreneurial Ventures, on your own or for your employer. Learn to be effective and make a contribution. Be innovative and make a difference! With current examples of for-profit, non-profit and public organizations, we will explore:

Strategy and Sustainability:

- Economic value, social benefit, and environmental / climate change accountability.

Marketing and Operations:

- Four Ps, customer experience, service and technology evolution, digital marketing;
- Organizational structure, processes, policies, process improvement, change management.

Finance and Accounting:

- Four essential financial statements, accounting terms, financial & economic analysis;
- Project Finance: How to secure financing for your project or venture.

Entrepreneurship:

- Is there a problem for which I could be the solution?
- If I am the solution, what is the problem I could solve?

Please ask your instructor if you would like a special topic to be discussed.

ENROLLMENT RESTRICTIONS

Enrollment in this course is restricted to graduate students in the M. Eng. program, and students in the Engineering Leadership and Innovation Graduate Diploma program.

INSTRUCTOR CONTACT INFORMATION

Course instructor: David Sumpton, MBA, M.Eng., P.Eng. dsumpton@uwo.ca

Office & office hours: In-person after class preferred; or videoconference by appointment.

COURSE FORMAT

10 face-face meetings: September 13 – November 22, 2022; Tuesdays 10:30 – 13:30, ACEB 1415

- If University or Public Health guidelines require us to move the class online, remaining meetings will be held by Zoom videoconference at the same scheduled times.
- OWL: Required readings, instructional materials, assessments, course announcements. Please logon to your University email address to receive essential messages.

TOPICS

Module	Topic	Objectives
One Sep 13	Business Strategy, Sustainability, and Sustainable Development	<ul style="list-style-type: none"> Discover how a business can deliver economic value, social benefit, and environmental / climate change accountability Explore how different industries operate, and related analysis tools Determine the Engineer’s role as a business partner & leader
Two Sep 20	Marketing	<ul style="list-style-type: none"> Create opportunities through Innovation and market selection Develop and apply Product and Technology lifecycles Apply Intellectual Property considerations
Three Sep 27		<ul style="list-style-type: none"> Develop and apply targeted marketing plans Apply digital business and marketing models Improve company financial position, brand, and customer experience
Four Oct 4	Operations	<ul style="list-style-type: none"> Determine one’s role and authority within an organization Improve Productivity: apply processes such as Project Leadership, Lean/Six Sigma, Operations, Procurement & Supply Chain Management Lead and manage Change
Five Oct 11	Finance and Accounting	<ul style="list-style-type: none"> Understand accounting concepts and terms Review the four essential financial statements
Six Oct 18		<ul style="list-style-type: none"> Interpret financial statements Determine how companies are valued
Seven Oct 25		<ul style="list-style-type: none"> Evaluate and justify investment decisions: cash flow forecasting; economic & sensitivity analysis; activity-based costing & management Apply internal processes for planning, budgeting and forecasting Apply external Project Finance perspectives for debt & equity financing
Nov 1		<ul style="list-style-type: none"> Reading week; no class
Eight Nov 8	Entrepreneurship	<ul style="list-style-type: none"> Create a feasible business idea, with the Modified Business Model Canvas Produce and pitch the idea with a summary presentation
Nine Nov 15		<ul style="list-style-type: none"> Develop Discovery and Delivery skills Create a detailed Business Case and statement of cash flows
Ten Nov 22		<ul style="list-style-type: none"> Self marketing Personal finance Professional Engineering Entrepreneurship as a lifestyle choice

COURSE MATERIALS AND TEXTBOOK:

- No required text or cases to purchase. Essential readings are provided in OWL.
- Students are requested to do their own research outside the provided course material.

LEARNING OUTCOMES

Degree Level Expectation	Weight	Outcomes
Depth and breadth of knowledge	20%	<ul style="list-style-type: none"> • Understand current business topics • Develop knowledge in Sustainability, Marketing & Operations, Finance & Accounting, Entrepreneurship
Research & scholarship	15%	<ul style="list-style-type: none"> • Analyze business issues using established techniques and personal research outside the course material • Determine alternative actions which consider uncertainty and different possible outcomes
Application of knowledge	20%	<ul style="list-style-type: none"> • Create plausible plans and forecasts • Secure commitment and resources from decision-makers
Professional capacity & autonomy	20%	<ul style="list-style-type: none"> • Develop skills in professionalism and integrity • Include self-reflection in learning & development activities
Communication skills	20%	<ul style="list-style-type: none"> • Show Leadership and Management skills • Effectively communicate oral & written ideas, issues, results and conclusions
Awareness of limits of knowledge	5%	<ul style="list-style-type: none"> • Acknowledge personal limitations in resolving uncertainty • Know how & when to make reasonable assumptions

Assessments of learning outcomes include individual and team assignments, plus individual in-class contributions, as illustrated on the next page.

ASSESSMENTS

Assessment type	Material covered	Due Date	Weight
Contribution # 1 Individual	<ul style="list-style-type: none"> Modules 2 – 5 	<ul style="list-style-type: none"> In class 	5%
Contribution # 2 Individual	<ul style="list-style-type: none"> Modules 6 – 10 	<ul style="list-style-type: none"> In class 	10%
Marketing & Operations Individual report	<ul style="list-style-type: none"> Modules 1 – 4 	<ul style="list-style-type: none"> After Module 4 class 	25%
Finance & Accounting Individual report	<ul style="list-style-type: none"> Modules 1, 5 – 7 Relevant OWL feedback on submissions to date 	<ul style="list-style-type: none"> After Module 7 class 	30%
Entrepreneurship Team report	<ul style="list-style-type: none"> All Modules 1 – 10 Relevant OWL feedback on submissions to date 	<ul style="list-style-type: none"> After Module 10 class 	30%

Activities in which collaboration is permitted

- Individual class contributions: Discussion during scheduled classes
- Research and ‘study groups’: not graded, collaboration encouraged
- Entrepreneurship team report: collaboration within the project team

Activities in which students must work alone (collaboration is not permitted)

- Marketing & Operations individual report
- Finance & Accounting individual report
- Any written work submitted to the instructor in consideration for individual contribution grade

GRADING STANDARDS

General Expectations

- 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>
- Written work is evaluated on three criteria: critical thinking, analysis and insight; following instructions; organization and grammar. Specific rubrics may apply on any particular report.
- Class contributions are evaluated on criteria which emulate the professional workplace.
- Detailed rubrics which explains how work and contributions are evaluated are provided in OWL.

Team Project Grades

- In the first class, we provide guidance on how to effectively work in teams. When working on team projects, all individuals will normally receive the same grade.
- In the event students feel that another team member is not a positive contributor, students are requested to respectfully resolve matters with the team member. If after drawing someone's attention to their ineffective contribution and their behaviour continues, students may discuss concerns with the instructor at the earliest opportunity.
- After consulting the students concerned and considering whether a student's behaviour likely affected a team's performance, the instructor may adjust project or course grades for any or all individuals in the team.

Penalties - Written Reports and Presentations

- Late reports or presentations are subject to penalties of 25% of assignment grade weight per calendar day. Reports or presentations which are five calendar days late or more, may receive a zero grade.
- Penalties are waived for legitimate and documented reasons such as illness.

Penalties - Contributions

- Students who do not attend a particular class will not receive the contribution grade for that class.
- Students who advise the instructor in advance of any planned absence, or students with legitimate unplanned absences and who notify the instructor in a timely way, may receive credit for the attendance portion of the contribution grade, at the instructor's discretion.
- Students who are absent from a class and who request eligibility for the full contribution grade may submit a short written report on the topic of the day, at the instructor's discretion.
- 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.

Requests for Academic Consideration

- If for a legitimate reason, you are unable to meet your academic responsibilities, or cannot meet due dates, please discuss with your instructor. Your instructor will not ask you for any confidential information.
- The formal Western University process is explained in the next two pages.

CHEATING, PLAGIARISM, ACADEMIC OFFENSES

Academic integrity is an essential component of learning activities. Students must have a clear understanding of the course activities in which they are expected to work alone (and what working alone implies) and the activities in which they can collaborate or seek help; see information above and ask instructor for clarification if needed. Any unauthorized forms of help-seeking or collaboration will be considered an academic offense. University policy states that cheating is an academic offence. If you are caught cheating, there will be no second warning. Students must write their essays and assignments 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. Plagiarism is a major academic offence. Academic offences are taken seriously and attended by academic penalties which may include expulsion from the program. Students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at the following website:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

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>).

CONDUCT

Students are expected to follow proper etiquette to maintain an appropriate and respectful academic environment. Any student who, in the opinion of the instructor, is not appropriately participating in course activities and/or is not following the rules and responsibilities associated with the course activities, will be reported to the Associate Dean (Graduate) (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Associate Dean (Graduate), the student could be debarred from completing the assessment activities in the course as appropriate.

HEALTH / WELLNESS SERVICES

As part of a successful graduate student experience at Western, we encourage students to make their health and wellness a priority. Western provides several health and wellness related services to help you achieve optimum health and engage in healthy living while pursuing your graduate degree. Information regarding health- and wellness-related services available to students may be found at <http://www.health.uwo.ca/>. Students seeking help regarding mental health concerns are advised to speak to someone they feel comfortable confiding in, such as their faculty supervisor, their program director (graduate chair), or other relevant administrators in their unit. The Faculty of Engineering has a Student Wellness Counsellor. To schedule an appointment with the Counsellor, contact Kristen Edwards (khunt29@uwo.ca) via confidential email and you will be contacted by our intake office within 48 hours to schedule an appointment.

HEALTH / WELLNESS SERVICES CONTINUED

Students who are in emotional/mental distress should refer to Mental Health@Western for a complete list of options about how to obtain help: <http://www.uwo.ca/uwocom/mentalhealth/>

SICKNESS

Students should immediately consult the Instructor (for a particular course) or Associate Chair (Graduate) (for a range of courses) if they have problems that could affect their performance. The student should seek advice from the Instructor or Associate Chair (Graduate) regarding how best to deal with the problem. Failure to notify the Instructor or the Associate Chair (Graduate) immediately (or as soon as possible thereafter) will have a negative effect on any appeal. Obtaining appropriate documentation (e.g., a note from the doctor) is valuable when asking for accommodation due to illness.

Students who are not able to meet certain academic responsibilities due to medical, compassionate or other legitimate reason(s), could request for academic consideration. The Graduate Academic Accommodation Policy and Procedure details are available at:

<https://www.eng.uwo.ca/graduate/current-students/academic-support-and-accommodations/index.html>

ACCESSIBLE EDUCATION WESTERN

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with Accessible Education Western (AEW):

http://academicsupport.uwo.ca/accessible_education/index.html

AEW is a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AEW and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged. These accommodations include individual counselling, alternative formatted literature, accessible campus transportation, learning strategy instruction, writing exams and assistive technology instruction.