



ELI 9001 - BUSINESS AND MANAGEMENT: A GLOBAL PERSPECTIVE

COURSE OUTLINE, FALL 2023

DESCRIPTION

Imagine you are running your own business or working for someone else. What would you do, how, and why? Apply the essentials of finance & accounting. Discover what Sustainable Development is, and how Sustainable Businesses can do good with others and make money. Determine competitive strategy, market the business, and improve productivity. Create a new entrepreneurial venture, for yourself or your employer. Learn to be effective and make a useful contribution! Solve business problems! 'Speak the Language' of Top Management! With examples of for-profit, non-profit and public organizations, we will explore:

Finance & Accounting: finding money, counting it and keeping it

- Learn essential accounting terms; analyse and interpret financial statements.
- Fund your project through internal company budgets and external Project Finance sources.

Sustainability & Strategy: creating our common future

- Create economic value; deliver social benefit; drive environmental & climate change accountability.
- Apply new legal requirements for Sustainability reporting and climate-related financial risk disclosures.

Marketing & Operations: running the business

- Learn traditional '4P' and 'segment' marketing models; apply new digital business models.
- Create effective teams to deliver results within organizational structures and processes.

Entrepreneurship: lifestyle choices; making the business case; delivering results

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

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.

COURSE FORMAT

11 face-face meetings: Sep 12 – Dec 5, 2023

- No class Oct 24: instructor's planned absence. No class Oct 31: reading week.
- Course announcements are published at least weekly in OWL. Please logon to your University email address to receive essential messages.
- If University or Public Health guidelines require us to move the class online, remaining meetings will be held online by Zoom videoconference at the same scheduled times, and recorded. Similarly, if Western is closed for some other reason, classes may be rescheduled or held online by Zoom.

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 MATERIALS AND TEXTBOOK

- No required text or cases to purchase. Essential readings are provided in OWL.
- Students are required 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, Finance & Accounting, Marketing & Operations, 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, and when to inquire further

LESSON PLAN: WHAT HAPPENS IN CLASS

- Before class, students are requested to review the discussion questions and make notes as appropriate.
- Class begins with a ‘business meeting’ which includes activities such as whiteboard exercises, small team and class discussions on the topic of the week. The instructor then summarizes the main points.
- For the second half of class, the instructor presents important concepts from the slides, readings, examples and case studies, during which students are encouraged to ask questions and contribute their ideas.

TOPICS

Module	Topic	Objectives
One Sept 12	Finance and Accounting	<ul style="list-style-type: none"> Learn essential accounting concepts and terms Review the four essential financial statements
Two Sept 19		<ul style="list-style-type: none"> Interpret financial statements Discover the different types of debt & equity financing Determine how companies are valued
Three Sept 26		<ul style="list-style-type: none"> Evaluate and justify investment decisions for projects and operations Apply economic & sensitivity analysis; and activity-based costing principles Reduce risk in Project Finance
Four Oct 3	Sustainable Development and the Business Case for Sustainability	<ul style="list-style-type: none"> Determine the Engineer’s role as a business partner & leader Review & apply the role of Business in the UN Sustainable Development Goals, the UN Declaration on the Rights of Indigenous Peoples, and the Truth & Reconciliation Commission of Canada Recommendations Apply principles of equity, diversity, inclusion Discover the Business Case for Sustainability: deliver economic value, social benefit, environmental and climate change accountability
Five Oct 10	Marketing and Competitive Strategy	<ul style="list-style-type: none"> Apply competitive strategy and industry analysis tools Develop and apply Product and Technology lifecycles Segment Markets, create a marketing plan: product, place, price, promotion Improve customer experience
Six Oct 17		<ul style="list-style-type: none"> Apply digital business & marketing models Apply Intellectual Property considerations
Seven Nov 7	Operations	<ul style="list-style-type: none"> Determine one’s role & authority within a company: leadership, teamwork Apply operational processes: project management, waterfall/agile, design/build, lean/six sigma, procurement, change management, Apply internal processes for planning, budgeting & forecasting
Eight Nov 14	Finance and Sustainability	<ul style="list-style-type: none"> Apply environmental, social, governance Investing & Reporting principles Apply requirements for Climate-related financial disclosures
Nine Nov 21	Entrepreneurship	<ul style="list-style-type: none"> Discover Entrepreneurship as a lifestyle choice Create a feasible business idea, with the Sustainable Business Model Canvas Create a detailed Business Case and statement of cash flows
Ten Nov 28		<ul style="list-style-type: none"> Learn the Entrepreneur’s Mindset Produce and present the business idea with a summary presentation
Eleven Dec 5		<ul style="list-style-type: none"> Develop Discovery and Delivery skills Create plans for self marketing; personal finance; professional engineering

ASSESSMENTS

Assessment type	Material covered	Due Date	Weight
Contribution # 1 Individual	<ul style="list-style-type: none"> Modules 2 – 6 	<ul style="list-style-type: none"> In class 	10%
Contribution # 2 Individual	<ul style="list-style-type: none"> Modules 7 – 11 	<ul style="list-style-type: none"> In class 	10%
Finance & Accounting Individual report	<ul style="list-style-type: none"> Modules 1 -3 	<ul style="list-style-type: none"> After Module 4 class 	30%
Sustainability & Finance, Marketing & Operations Team report	<ul style="list-style-type: none"> Modules 4 - 7 	<ul style="list-style-type: none"> After Module 7 class 	25%
Entrepreneurship Team report	<ul style="list-style-type: none"> All Modules, with particular focus on 8 – 11 	<ul style="list-style-type: none"> After Module 11 class 	25%

Team reports

- We are emulating the workplace where work is often completed in teams, and where people are rewarded based on the team’s results and on their individual contributions. All students in a team shall contribute to their team report; reports may also have an individual component for each student.
- A team report receives an overall team grade. Depending on the student’s contribution to the report, the grade for each student may be lower, higher, or the same as the team grade.

Activities in which collaboration is permitted

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

Activities in which students must work alone; collaboration is not permitted

- 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 Level 12 <https://www.ontario.ca/page/ontario-qualifications-framework> .
- Written work is evaluated on three criteria: Critical thinking, analysis and insight; Following instructions; Organization and grammar. Specific rubrics may apply for 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 Report Grades

- In the first class, we provide guidance on how to effectively work in teams. When working on team reports, all individuals will normally receive the same grade, plus any adjustments for their individual contribution. The instructor may request students to provide evidence of their individual contribution.
- 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 report or course grades for any or all team members.

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 are requested to arrive at class on time, sign the attendance sheet, and (other than necessary breaks) leave only after class is finished. Unless prior arrangements are made with the instructor, students who consistently arrive late or leave early may receive a reduced contribution grade.
- Students who do not attend a class will not receive the contribution grade for that class. However, students who are absent and who also submit a short report of 500-600 words on the topic of the day, may be eligible for the contribution grade, at the instructor's discretion. The eligibility requirements are a) submit the report within three calendar days after the missed class and b) not have excessive absences to date.
- 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.** We encourage discussion.

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 Sara Hanna sara.hanna@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: <https://www.uwo.ca/health/psych/index.html>

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.