

SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY
SAULT STE. MARIE, ONTARIO

C O U R S E O U T L I N E

Course Title:- BUSINESS POLICY

Code No.:- BUS 231

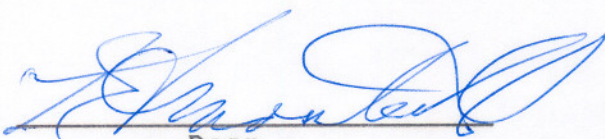
Program:- BUSINESS GENERAL

Semester:- THREE

Date:- 1992 08 31

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New: _____ Revision: X

APPROVED: 
Dean

Date: 92-05-20

GENERAL:

This course will focus on the influence of the external and internal forces affecting the organizational policies. These factors include government, economic, social, legal and pressure groups as they relate to all levels of management. Contemporary issues will be examined by means of reading assignments, research, and case analysis. This course will also focus on the organization from the perspective of its internal strengths and weaknesses.

OBJECTIVES:

1. To develop conceptual skills so that the student is able to integrated previously learned aspects of businesses.
2. To develop a framework of analysis to enable the student to identify central issues and problems in complex, comprehensive cases, and to present well-supported recommendations for future action.
3. To develop an understanding of strategic management concepts, research, and theories.
4. To develop an understanding of the roles and responsibilities of key players in strategic analysis and action.
5. To develop the ability to analyze and evaluate, both quantitatively and qualitatively, the performance of people responsible for strategic decisions.
6. To bridge the gap between theory and practice by developing and understanding of when and how to apply concepts and techniques learned in earlier courses such as marketing, accounting, information systems, etc.
7. To develop a better understanding of present and future environments in which businesses must function.
8. To develop and refine analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner.
9. To develop research and report writing skills.
10. To help the student develop skills to be able to communicate effectively (oral & written) in a clear and concise manner.

METHODOLOGY:

A variety of methods will be employed to cover the course content including lecture, study groups, videotapes, and case studies. To the maximum extent possible, classroom time will be spent on dialogue to permit the exchange, discussion and defense of ideas.

The success of this approach requires that each student read and reflect on the assigned material prior to class and that he/she comes to the classroom prepared to participate fully. This is essential in order to make the class sessions as meaningful as possible and to enhance student development.

The cases will be assigned as the semester progresses and additional instructions, if required, will be distributed at that time.

EVALUATION & MARKING SCHEME:

Students will be evaluated on the following basis:

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| - Test #1 | 25% |
| - Formal Case Analysis
(20% for written report)
(10% for presentation & defense) | 30% |
| - Written Examination
(on semester work) | 30% |
| - Attendance, Participation, and Quizzes | 15% |

Mini Cases:- There will be two mini cases to help the student develop the skills required in preparing material in case study format. These cases will be prepared by study teams (to be appointed) and will be evaluated by your peers. These mini cases will NOT be considered as part of the course evaluation.

Formal Case Analysis:- There will be one full, formal case analysis. This will also be a team effort and will be assigned as the course progresses. In addition to the oral delivery and defense, there will be a typewritten report which must be submitted 48 hours before the date of the presentation. Peer evaluation will be taken into consideration in the student's final grade for the case.

At the conclusion of the presentation the students must be prepared to defend their analysis and recommendations by responding to questions and/or comments from the class. Other students must be sufficiently prepared to discuss the relevant points in the case and the recommendations suggested by the presenters.

ALL STUDENTS MUST PREPARE FOR ALL CASES.

FINAL GRADES:

The final grade will be based on the following scale:

90% or more	"A+"
80% to 89%	"A"
70% to 79%	"B"
60% to 69%	"C"
59% or less	"R"

Quizzes may be given without notice.

Dates of tests will be announced approximately one week in advance. If a student is not able to write test because of illness, or a legitimate emergency, that student must contact the professor prior to the test and provide an explanation which is acceptable to the professor. (Medical certificates or other appropriate proof may be required.) In cases which the student has not contracted the professor, the student will receive a mark of zero for that test.

THERE WILL BE NO REWRITES OF INDIVIDUAL TESTS.

Each student must meet the following requirements in order to complete this course successfully:

1. Must complete, in a fashion acceptable to the professor, all projects and other assignments.
2. Must write the test and final examination. If a student misses the test or final exam and has not made appropriate arrangements as above, he/she will receive a mark of zero for that test/exam.
3. Must have an overall mark of 60%. This mark includes all work in the semester.

Student who are not successful in achieving a minimum mark of 60% and/or do not complete the required assignments in an acceptable fashion, as they are due, will repeat the course.

THERE WILL BE NO SUPPLEMENTAL EXAMINATION

RESOURCE MATERIAL:

Principal Text: Strategic Management and Business Policy, 4th Edition; Wheelen and Hunger; Addison-Wesley, 1992

- Support Material:
1. Strategic Analysis and Action, 2nd Edition; Fry and Killing; Prentice-Hall Canada Inc. 1989
 2. Cases in Management -Examining Critical Incidents; D. Neil Ashworth; Reston Publishing Company, 1985.

5. Current newspapers and periodicals and other appropriate materials.

SPECIAL NOTES:

While the student must demonstrate a knowledge of the subject matter, it is crucial that all the participants develop useful skills. The evaluation instruments noted above are therefore expected to provide an assessment of the skills you have developed. Therefore, in addition to testing your knowledge, the evaluation instruments are also designed to reflect the following:

- The degree of your involvement.
- The extent of your personal commitment.
- The motivation to learn new desirable skills as well as to avoid undesirable traits.
- The quality of your contributions.
- The ability to handle conflict.

The skill development approach requires that students put forth a quality effort while they are in the classroom. Thus, students are expected to attend class on a regular basis and to participate in class discussions. Students who are absent without a justifiable reason can expect to have grades reduced. If it is possible, the professor expects to be informed of anticipated absence. Since this course is based on an accumulation of skills over a relatively short period of time, 100% attendance is required and less than 80% attendance is cause for possible failure.

All assignments must be submitted to the professor at the beginning of class on the due date. Assignments may be submitted in advance but no assignments will be accepted after the stated deadline.

Materials submitted for evaluation will be returned to students during one of the normal class times. Any student not present at that time must pick up his/her material at the professor's office within three weeks after that class. Any material not picked up within three weeks will be discarded. End of semester tests and assignments will also be held for a three-week period. If these are not picked up within that period they will be discarded.

Materials will be returned only to those students to whom they belong.

BUSINESS POLICY

Schedule of Activities

Subject to change, the following is the proposed schedule of subjects to be included in the Business Policy course. They are not necessarily the only subjects to be taught but rather the major areas to be covered and are presented to indicate the overall, general direction of the course.

<u>APPROX. TIME (HRS.)</u>	<u>SUBJECT</u>	<u>REQUIRED READINGS</u>
3	<u>Introduction</u> -strategic model -management & business policy -research on effectiveness of strategic management -initiation of strategic change -descriptive model -hierarchy of strategy	Chapter 1
3	<u>Strategic Decision Makers</u> -board of directors -top management -strategic audit: aid to strategic decision making -appendix	Chapter 2
3	<u>Suggestions for Case Analysis</u> -case method -frameworks for case analysis -research -financial analysis -strategic audit -Appendix 14.A & 14.B	Chapter 14
3	<u>Social Responsibility & Ethics in Strategic Management</u> -business & society -issues in social responsibility & ethics -ethics:- a question of values	Chapter 3

- 3 Environmental Scanning & Industry Analysis Chapter 4
- environmental scanning
 - variables
 - industry analysis
 - competitive intensity
 - industry evolution
 - groups & mapping
 - mobility barriers
 - strategic types
 - sources of information
 - forecasting
- 3 Internal Scanning and Analysis Chapter 5
- different approaches
 - structure
 - culture
 - resources
 - synthesis of internal strategic factors
- 3 Situation Analysis & Corporate Strategy Chapter 6
- situation analysis
 - S.W.O.T.
 - portfolio analysis
 - review of mission & objectives
 - corporate strategy for growth, stability, etc.
- 3 Business and Functional Strategies Chapter 7
- various strategies
 - choosing a business strategy
 - functional strategy and choices
 - development of policies
- 3 Strategy Implementation: Organizing for Action Chapter 8
- who implements strategy
 - what must be done
 - how is strategy to be implemented
- 3 Strategy Implementation: Staffing & Directing Chapter 9
- problems of retrenchment
 - staffing follows strategy
 - selection & development
 - managing corporate culture
 - action planning

	-management by objectives -incentive management	
3	<u>Evaluation and Control</u>	Chapter 10
	-measuring performance -information systems -problems in measuring performance -short-term orientation -goal displacement -guidelines for proper control -strategic incentive management	
3	<u>Strategic Issues in Entrepreneurial Ventures and Small Businesses</u>	Chapter 12
	-entrepreneur as strategic manager -definition of small-business firms & entrepreneurial venture -rise of strategic management -value of strategic planning -degree of formality in strategic planning -management model -decision-making process -issues of environmental scanning & strategy formulation -sources of innovation -factors affecting new business success -stages of small business development -issues in evaluation and control	
4	<u>Testing</u>	
4	<u>Quizzes, Reviews, etc.</u>	
20	<u>Presentation of Cases</u>	

In addition to the text material and cases, students are also responsible for material covered in the videos, handouts, and other assigned readings.

THE ABOVE SCHEDULE IS SUBJECT TO CHANGE.

IT WILL BE TO THE STUDENTS' ADVANTAGE TO HAVE ANY QUESTIONS, CONCERNS, OR PROBLEMS RELATED TO THIS COURSE RESOLVED AS SOON AS POSSIBLE. IF YOU REQUIRE ANY ASSISTANCE, SEE YOUR PROFESSOR. HE WILL BE MORE THAN HAPPY TO HELP.