

SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

COURSE TITLE: BUSINESS POLICY
CODE NO.: BUS231 SEMESTER: FOUR
PROGRAM: BUSINESS
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APPROVED: DEAN, SCHOOL OF BUSINESS & HOSPITALITY DATE

BUSINESS POLICY

BUS231

COURSE NAME

COURSE CODE

INTRODUCTION:

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, examining the internal and external environments, and making appropriate decisions.

GENERAL OBJECTIVES:

1. To develop an understanding of organizational concepts such as planning, leadership, problem solving, group dynamics, etc.
2. To develop skills in case study analysis.
3. To develop skills in identifying and solving problems in contemporary organizational environments.
4. To identify internal and external factors which influence an organization and how those factors may influence decisions and how decisions may influence the environments.
5. To help develop research and report writing skills.
6. To assist in developing skills in applying concepts and techniques learned in other courses.
7. To develop and refine analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner.
8. 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, including lecture, study groups, videotapes, and case studies will be employed to cover the course content. 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 required cases will be assigned as the semester progresses and additional instructions will be distributed at that time.

EVALUATION & MARKING SCHEME:

Students will be evaluated on the following basis:

- first test	25%
- final test (semester work)	30%
- Formal Case Analysis	
20% for written report	
10% for presentation & defense	30%
- Attendance & Participation and Quizzes (if any)	15%
TOTAL	100%

FORMAL CASE ANALYSIS:-

There will be one full, formal case analysis. This case analysis will have two parts. The first part will be a formal type-written report which will be an individual effort. The second part will be the presentation and defense of the case analysis; this will be a team effort. Teams will be appointed and cases will be assigned as the course progresses. Dates for submitting the formal type-written report and for the presentation and defense will be determined with some input by the students. Whatever dates are determined, the written report must be submitted 48 hours before the presentation and defense.

Students who have not submitted their formal report as required will not be permitted to participate in the presentation and defense of the case analysis. Further, students will not be permitted to submit the formal case analysis after the presentation and defense. In such cases, students will be assigned a mark of zero for both parts of the case analysis and will be required to repeat the course.

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.

TESTS:

Tests will consist of essay questions. Some short answer type questions may also be used to complement and extend the test area. The students will be responsible for all materials assigned during the course including textbook, supplemental handouts, videotapes, etc.

Dates of the tests will be announced approximately one week in advance. Students are required to take the tests as scheduled.

If a student is not able to write a 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.)

Following the student's return to the college, he/she must request, in writing, to make up for the missed test. This request will be in proper letter form and outline the reasons for requesting special considerations. Making such a request does not guarantee that the student will receive permission to make up for the missed test. The professor will consider the request, and if permission is granted, the test will be given at the end of the semester, or at some other time at the professor's convenience. This is to allow time for the student to prepare for the test without missing important work and to allow time for the professor to prepare a new test.

Such requests must be made within one week of returning to the College. In considering the request, the professor will take a number of factors into consideration. These will include, but not limited to, the student's attendance, completion of all other quizzes, tests, assignments, etc. and the likelihood of the student being successful.

In all other cases, the student will receive a mark of zero for that test.

THERE WILL BE NO REWRITES OF INDIVIDUAL TESTS.

QUIZZES:

Quizzes may, or may not, be announced in advance. If a student misses a quiz, he/she will receive a zero for that quiz. No make-up quizzes will be given. Consideration may be given to students who miss a quiz but who made some arrangements in advance.

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"

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 cases and other assigned work.
2. Must write the first and final tests. If a student misses any test and has not made appropriate arrangements as above, he/she will receive a mark of zero for the exam and will be required to repeat the course.
3. Must have an overall mark of 60%. This mark includes all work in the semester.

Students who are not successful in achieving a minimum mark of 60% and/or who 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: Business Case Analysis; David H. Jones-Delcorde and Phillip C. Wright; Prentice Hall Canada Inc., 1994.
- Support Material:
1. Cases in Management - Examining Critical Incidents; D. Neil Ashworth Reston Publishing Company, 1985.
 2. Whatever It Takes: Decision Makers at Work, Second Edition; Morgan W. McCall Jr. & Robert E. Kaplan; Prentice-Hall Inc., 1990.
 3. Decision Making in Administration; Gatza, Milutinovich, & Boseman; W.B. Saunders Company, 1979
 4. Other relevant 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. 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, to be prepared, 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 should 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.

ASSIGNMENTS, PROJECTS, QUESTIONS, ETC.:

All assignments, projects, questions, etc. must be submitted to the professor at the beginning of class on the due date. If no class is scheduled on the due date, students are required to deliver the assignments to the professor's office, by the designated time. Assignments may be submitted in advance but no assignments will be accepted after the stated deadline. It is the student's responsibility to ensure the professor gets his/her completed assignment.

Questions assigned for homework must be completed promptly and be available at any time to be submitted for evaluation. They, too, will be collected at the beginning of class. Materials not submitted in accordance with these requirements and where no arrangements have been made, will be given a mark of zero.

RETURN OF STUDENTS' WORK:

Quizzes, tests, assignments, projects, etc. will be returned to students during one of the normal class times. Any student not present at that time must pick up his/her test, etc. at the professor's office within three weeks after that class. Tests, etc. not picked up within the three weeks will be discarded. End of semester tests, assignments, etc. will be held for three weeks. If they have not been picked up by students within that three-week period, the tests, assignments, etc. will be discarded.

Tests, etc. will be returned only to those students to whom they belong. In limited circumstances, tests, etc. may be given to another student, if the student to whom they belong provides written instructions to the professor requesting that the tests, etc. be given to a particular individual.

ASSISTANCE IS ALWAYS AVAILABLE:

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.

Review classes will be held as deemed necessary by the professor. Tutorials held outside of class time may also be arranged at the mutual convenience of the students and the professor. These review classes and tutorials are not to be used as an opportunity to miss classes.

Students are urged to ask questions and participate in the class discussions. This will enable the student to clarify any issue and also to participate in and contribute to the class discussions.

Students are also encouraged to read newspapers, magazines, etc. and to tune in to the radio and television newscasts for business news. This will make the material covered in this subject more understandable, interesting, and practical. It will provide the opportunity for the student to better apply the theory and to enhance his/her opportunity for success in this course.

BUSINESS POLICY
Schedule of Activities

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

Major learning objectives for each area will be provided as the semester progresses.

Approx. Time	Subject	Resources
1	Course Outline & Discussion -review of the course requirements -discussion -address questions & concerns	Handout
4	An Overview of Management -what do managers do -definition -process of management -functions of management -SWOT analysis -leadership theories -communication & barriers -elements of strategic management process -strategic management model -environmental variables	Ashworth
4	In Search of Excellence & Discussion -Magic Kingdom -Supermarket -3M Company -Apple -Dana Corp. -Tool & Die company -IBM -McDonald's -characteristics of a successful company	Video & Handout

7	Managerial Problems The Emergence of Meaning	Ch. 2 WIT
	<ul style="list-style-type: none">-what is a problem-decisions & research-examples of decision types-are problems clearly defined-identifying discrepancies-information-where managers get information-corporate culture & values-functions of culture-impact of values-making sense of the pieces-factors affecting problem recognition & definition-creating problems-digging for information-active listening-Cardinal Rule	
2	First Test	
4	What They Don't Teach You at Harvard Business School...	Video (if available)
	<ul style="list-style-type: none">-how to be a champion-knowing the players-first impressions-the mind (games)-use proper timing-strategy & tactics-marketability	
5	Managerial Decision Making	Ch. 1 DM
	<ul style="list-style-type: none">-characteristics of effective decisions-evaluation of decisions-steps in decision-making-control process	
4	Case Analysis Process	Ashworth & Text
	<ul style="list-style-type: none">-case method-situation specific-steps in case analysis-four practical methods-final consideration	

2	Final Test (semester work)	
6	Preparation of a Practice Mini Case	
21	Presentation of Major Cases and Related Discussions	As Assigned Text

NOTE:

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.