
ENG SCI 9501 - Business and Management: A Global Perspective

Course Outline, Summer 2018

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.
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; 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.

Operations Management is a new module for 2018. All other modules are updated with current content.

Prerequisites

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

Instructor

Section 001: David Sumpton dsumpton@uwo.ca

- Office hours: by appointment. In person meetings may be held before or after class. Telephone or video conference meetings may be scheduled as appropriate.

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 12:30 – 15:50, May 9 – July 18, no class June 6; room PAB 106
- **Section 002:** Mondays and Fridays 12.30 pm – 3.30 pm, May 7 – June 8, room SH 2317.

Textbook

No required text.

Course Materials

- Case book with significant additional reading materials. One or two cases per week.
- Readings from literature and the business press will also be assigned.

Evaluation

The course grade is based on reports and in-class contributions. Reports will focus on application of the business principles learned in the course to a practical situation. Students will be evaluated on their attendance and contribution to class discussions. A detailed evaluation rubric is provided in the course.

Assignments 70%

- Four written case reports, prepared in teams of ~ 4 students.
- All assignments are Team projects and 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.

Contributions 30%

- Modules 2-4: 10% posted before module 5.
- Modules 5-10: 20% posted after the course completes.
- 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.

Penalties

- **Assignments:** 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 will be asked to attend a mandatory meeting together with the instructor to discuss perspectives and solutions. The instructor may grade student contributions individually.
- **Contributions:** Students who do not attend a particular module in-class, will not receive any 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, may also receive credit for the Attendance portion of the grade.
- **Attendance:** Any student who, in the instructor's opinion, is absent too frequently from class will be reported to the Professional Programs Associate Chair (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Associate Dean (Graduate), said student may be barred from completing the course.

Scholastic Offences

Students are directed to read and understand the policy

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 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 this by citing any direct quotes in quotation marks; and reference all ideas through suitable 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. 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 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.

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

<https://www.eng.uwo.ca/accessibility/>

Conduct

On the premises of the University or at a University-sponsored program, students must abide by the Student Code of Conduct: <https://www.uwo.ca/univsec/pdf/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, and provide documentation as appropriate.

Learning outcomes (details to be updated)

Degree Level Expectation	Weight	Assessment Tools	Outcomes
Depth and breadth of knowledge		•	<ul style="list-style-type: none"> • Understands advanced concepts and theories • Aware of important current problems in the field of study • Understands computational and/or empirical methodologies to solve related problems
Research & scholarship		•	<ul style="list-style-type: none"> • Able to conduct critical evaluation of current advancements in the field of specialization • Able to conduct coherent and thorough analyses of complex problems using established techniques/principles and judgment
Communication skills		•	<ul style="list-style-type: none"> • Communicates (oral and/or written) ideas, issues, results and conclusions clearly and effectively, as appropriate for the audience: senior management, peers, direct reports, technical and non-technical
Application of knowledge		•	<ul style="list-style-type: none"> • Able to apply knowledge in a rational way to analyze a particular problem • Able to use coherent approach to design a particular engineering system using existing design tools
Professional capacity / autonomy		•	<ul style="list-style-type: none"> • Aware of academic integrity • Implements established procedures and practices in the coursework • Defends own ideas and conclusions • Integrates reflection into personal learning process
Awareness of limits of knowledge		•	<ul style="list-style-type: none"> • Aware of the need of assumptions in complex scientific analyses and their consequences • Understands the difference between theoretical and empirical approaches • Acknowledges analytical limitations in solving complex practical problems

General standards are defined at <http://www.tcu.gov.on.ca/pepg/programs/oqf/certificate12.html>.