

Course Outlines for Study Abroad: Spring 2018

Gustavson School of Business
University of Victoria



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School of Business
International Programs

The world looks different from here.

Spring term

- > The 300 level courses are basic business courses which are taught to students in their initial year of business (3rd year courses in the B.Com program) and are similar to the core Business courses taught in most Business Schools around the world. *****There is limited space in these courses*****

Course	Title
Com 202	Financial Accounting I (Credit only granted for one of 202 or 315)
Com 206C	Business English and Communications
Com 220	Organizational Behaviour (Credit will be granted for only one of 220, 321)
Com 240	Management Finance (Pre-requisite: COM 202, credit only granted for one of 240, 371)
Com 250	Fundamentals of Marketing (Credit will be granted for only one of 250, 351)
Com 290	Introduction to Canadian Business (Credit will be granted for only one of 290, 390)
Com 302	Business Law (Credit will be granted for only one of 302, 402)
Com 316	Management Accounting (Credit will be granted for one of 316, 317)
Com 317	Management Accounting I (Credit will be granted for one of 317, 316)
Com 322	Management of Employee Relations
Com 331	Introduction to Management Information Systems
Com 341	Operations Management
Com 361	International Business (Credit will be granted for only one of 361, 301)
Com 400	Strategic Management
Com 402	Legal Issues in Management (Credit will be granted for only one of 402, 302)
Com 410	Leadership Strategies
Com 435	Corporate Relations and Responsibilities
Com 450	Selected Topics in Management: Topics To Be Announced
Ent 402	Entrepreneurship & Small Business
IB 301	International Business (Credit will be granted for only one of Com 361, 301)
SMGT 415**	Services Marketing (SMGT 415, 416, 417 must be taken concurrently)
SMGT 416**	Operations & Quality Management (SMGT 415, 416, 417 must be taken concurrently)
SMGT 417**	Human Resource Management (SMGT 415, 416, 417 must be taken concurrently)

****Please note, the course lists and outlines are subject to change.***

*****In a world that is increasingly dependent on service for growth, the Certificate in Services Management provides students with a rich framework that will enable them to successfully contribute to the development of service practices within an organization. The certificate will be granted upon the successful completion of the three Services Management courses: SMGT 415, SMGT 416, and SMGT 417.***

Com 202

Financial Accounting I

The syllabus for Com 202 will be distributed during the first day of classes. Please see the Com 315 outline for an idea of the course content, as credit will only be granted for only one of Com 202 or Com 315.

Com 206C

Business English and Communication

Texts:

The Practice of Business Communication by Mary Ellen Guffey is required for this course. Students will also be responsible for downloading required business articles and reading assignments from the internet and Blackboard. A good English dictionary, grammar guide and citation reference are recommended for this course. Samples will be provided on the first day of class.

Course Objectives and Description:

Course Calendar Description:

Business Communications will focus on the development and enhancement of skills in written business communication, oral business communication, and non-verbal communication. Students will learn how to develop efficient use of verbal and non-verbal skills in business situations; be able to use language to convey specific messages to intended audiences; develop and use techniques for information management. Concentration is on clarity of communication objectives, building vocabulary and comprehension of business documents.

This course aims to develop students' oral and written skills to communicate effectively in business contexts and academic pursuits in the area of business. Upon successful completion of this course, students will be able to:

- demonstrate an understanding of the basic principles of effective business communications
- Assess your own speaking and writing messages for clarity and content
- Choose specific language as well as writing and speaking techniques that make communication more successful, as you speak and write.
- plan and write clear, concise, and correct business documents and papers that exhibit professional writing skills
- write professional correspondence for specific purposes
- understand and effectively use non-verbal communication skills
- give effective oral presentations with and without the aid of multimedia
- understand team skills necessary for success in completing and communicating complex work

Course Format:

Words are, of course, the most powerful drug used by mankind. *Rudyard Kipling*

“Business” is the foundation from which we will be practicing and developing different aspects of the English language. We will be using current articles from a variety of business news websites as a launching point to increase business vocabulary, improve information extracting skills, and enhance reading speed. Writing skills will be strengthened through research skill development, free writing, and production of business documents.

From this foundation point we will hone oral communication skills through listening and presentation exercises. Classroom activities will include peer editing, open group discussions, team skill

development and personal oral presentations. Video recordings of group presentations will be used for personal reflection of effective presentations.

Evaluation Elements:

Class participation	10% of grade
Writing assignments (4 assignments worth 10% each)	40% of grade
Business research paper and mini presentation	20% of grade
Final group presentation	25% of grade
Portfolio of written assignments	5% of grade
Total	100%

Generally speaking, 50% of the grade will be based on oral communication skills and 50% on written communications. Vocabulary development, critical thinking, and team development skills will be measured as subcomponent of these two overarching categories.

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” **Attending class is an important part of the learning process in this course.** Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Students with unexcused absences from more than one class session will be penalized with a reduction of 25% of the class participation component. More than three absences will result in a zero for the class participation component.

Participation: The participation grade will be based on in-class discussions. I recognize that you may not be familiar or comfortable with the discussion format at first; however, it is essential to develop this confidence in order to do well in subsequent business courses. At the end of each class I will evaluate your participation. I will use these notes to assign a grade at the end of the course. You may check in with me at any time to see if your participation is up to my expectations. **Please note that just speaking in class is not enough to warrant a full participation grade.** You must come prepared to discuss readings, share opinions and ask relevant questions in order to gain full marks.

Com 220

Organizational Behaviour

Text:

Robbins, Stephen P., Langton, Nancy, Fundamentals of Organizational Behaviour, 2nd Canadian Edition, Pearson Prentice Hall, 2004 ISBN: 0-13-122816-1

Course Objectives and Description:

Organizations are everywhere. Our lives are influenced by them on a daily basis, whether we are aware of these influences or not. Organizations are created by people for the sake of pursuing one or more stated goals, although these goals change over time and vary in importance at any given time from one organizational member to another. Organizations usually feature some form of division of labour and sets of rules that direct daily operations. Organizations always feature one or more power centres which control the concerted efforts of members= activities. Organizations have boundaries that are fluid, subject to change and, therefore, not always discernable.

For understanding and managing them, it is useful to think of both organizations (as structures) and organizing (as processes). Hence we can speak of the structure of ABC Inc., or we can speak of how this structure came to be formed, how it changes, how power passes from one group to another, and so on. As structures, formal organizations are legal entities and are responsible for taking action and for being responsible for those actions. Organizations are open social systems that operate in external environments; indeed they frequently play a role in creating and shaping their own environments. As systems, they feature cycles of interrelated activities, both within themselves and between themselves and other entities in their environments.

Therefore, organizations are more or less dependent upon the opportunities provided by their environments, while, at the same time, they are more or less vulnerable to the risks and threats posed by their environments. Finally, although formal organizations, by definition, are comprised of people, they are not human, per se. Organizations are NOT people, they are social systems. With all this complexity, understanding organizations is challenging and managing them can be very difficult.

Purpose of the Course:

The purpose of this course is to introduce business students to the nature and functioning of formal organizations, with a view to understanding how people affect them and how people are affected by them. In addition, the course is designed to provide preliminary insights into how organizations can be designed and managed for the sake of pursuing organizational, group and individual goals. A dominant theme throughout the course is that although people create organizations to serve human purposes, people frequently find themselves in service of organizational goals. Students will gain some personal insight into how their own personalities, behaviours, and attitudes impact any organization of which they are a member.

Student Evaluation: (Students will be evaluated according to the following schedule)

Group Class Presentation	20%
Participation	15%
Mid-Term	30%
Final Exam	35%
TOTAL	100%

Com 240

Management Finance

Text:

Custom Text: contains selected chapters from: Ross, Westerfield, Jordan, and Roberts, **Fundamentals of Corporate Finance**, Sixth Canadian Edition, (McGraw-Hill Ryerson, 2005, ISBN#0070739900)

Optional: iStudy (available online at www.mcgrawhill.ca/olc/ross)

Students are **strongly** encouraged to read financial newspapers such as The Globe and Mail and the National Post. International weekly magazines such as The Economist will also provide useful background and information.

Business Calculator:

Students are **strongly** advised to have, and become comfortable using, a quality business calculator that has Present Value (PV) and Internal Rate of Return (IRR) functions. For example, an HP10BII is available at the University Bookstore and will be acceptable. Other comparable products such as Sharp and Texas Instruments are available at office supply stores.

Course Objectives and Description:

This course serves as an introduction to corporate financial management. The primary objective is to provide the framework, concepts, and tools for analyzing financial decisions. Topics covered include discounted cash flow techniques, financial statement analysis, capital budgeting, risk and return tradeoffs, diversification, capital market efficiency and the cost of capital.

The objective of the course is to assist students to acquire and demonstrate an understanding of the fundamental principles and issues in financial management. Upon completing the course, students should be able to define basic terminology, understand the theoretical relationships, and apply the analytical techniques covered in the course to various decision-making situations. Problem-solving and decision-making skills will be practiced through examples and problem assignments. Students are also expected to acquire knowledge of the relevant Canadian institutional environment in which financial decisions are made.

As stated in the University of Victoria Calendar, students in COM 240 have completed as a prerequisite or are concurrently taking COM 270 (Financial & Management Accounting for Specialists).

Course Format:

Lectures combined with class discussions will be the principal methods of instruction. Problems will be reviewed weekly to aid the understanding of the material discussed. Students are expected to come to class having read the assigned topic readings and be fully prepared for active discussion including completion of the problems. Developing a full understanding of the material is enhanced by completion of the problems and students are strongly encouraged to complete the problems in conjunction with their reading. It may be helpful to meet with fellow students, after having attempted the problems individually, to verify answers and work out any difficulties. Students who feel they need more practice should work through the resources available through the Student Online Learning Centre associated with the text. Problems will be reviewed in class using a team approach to learning

Evaluation Elements:

Students will be evaluated according to the following schedule:

*Assignment	15%
Midterm Exam	40%
Final Exam	45%
TOTAL	100%

The exams will be a combination of multiple choice, problems, and written analysis

The instructor **must be advised** immediately regarding absence from the term exams and medical documentation provided **within 7 days** of the missed examination. **No make-up term exams** will be provided, instead, the final examination will be assigned the proportionate amount of additional weight

Requirements for Graded Work:

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Class attendance will be taken regularly and reviewed by the instructor.

Com 250

Fundamentals of Marketing

Text:

Crane, Kerin, Harley, Berkowitz, Rudelius, Marketing, Canadian 6th Edition (McGraw-Hill Ryerson, 2006, ISBN: 0-07-093986-1)

Course Objectives and Description:

The objective of this course is to provide each student with an understanding of the role and operation of the "marketing system" within the Canadian economy and individual firm. Each student will be required to:

- build a marketing vocabulary
- understand the process by which products/services are planned, priced, promoted and distributed
- understand the relationship of marketing as a key element of organization strategy and behaviour

At the end of this course you will have developed the necessary skills to analyze marketing problems and develop solutions consistent with that analysis.

Course Format:

A blend of lectures, case studies, exercises, and group discussion will be employed. Students will be expected to participate actively in day-to-day classroom discussions

Evaluation Elements:

Students will be evaluated according to the following schedule:

Group Assignment	30%
Mid-Term	25%
Participation	10%
Final Exam	35%
Total	100%

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. All members of the group will receive the same grade for Assignment unless a written request is received by Instructor at least 48 hours prior to the due date; in which case Instructor will poll all team members for consensus.

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. **While attendance will not be taken, there will be UNANNOUNCED SPOT QUIZZES at various times during the course. These quizzes will count toward your participation mark.**

Class Participation: Class participation is an effective means of understanding the concepts, principles and processes covered in the course. This includes answering questions, raising points, sharing insights that contribute to a better understanding of the required readings or better awareness of the implications and issues involved; asking thought-provoking questions; sharing personal experience to illustrate concepts and principles; sharing current news items from your reading of business periodicals relevant to the topic being discussed; handing in exercise or case materials during class. Needless to say, to actively participate requires coming to class prepared (having read all required reading assignments for the class, as well as exercise or case materials that need preparation).

Com 290

Introduction to Canadian Business

Texts:

Nickels et al., Understanding Canadian Business, 5th Edition,
ISBN#.0-070921997

Course Objectives and Description:

This course is designed to introduce the general characteristics of Canadian business practices to non-Canadian students.

Course Format:

Lecture, Discussion, and Group Activities

Evaluation Elements:

Students will be evaluated according to the following schedule:

Midterm:	40%
Learning Cell:	20% (2% x 10)
Team Project:	40% (5% presentation +35% paper)

Requirements for Graded Work:

Learning Cell: In this course, the term "learning cell" will refer to a procedure in which the students will meet in small units (of 4-5 students each) during a class period to question each other and discuss an assignment which each has prepared beforehand. The aims of this procedure are:

- a) to get all of you actively involved in the learning process
- b) to develop your ability to think critically about what you read
- c) to have you gain, through first-hand experience, and appreciation for the multiplicity of approaches to fundamental questions.
- d) to enable you to test your ideas and opinions about the readings with those of others from a variety of backgrounds
- e) to develop an appreciation of learning as an ongoing cooperative endeavor in which the emphasis is on fruitful questions rather than facile answers.
- f) to get to know each other

It should be emphasized that the ability to reflect critically is an acquired skill; hence, it is expected that you will get better at it as you go along. Please note, as well, that reflecting critically on a text does not necessarily mean disagreeing with it. Rather, it involves a sensitive and careful analysis in which one engages in evaluation while avoiding distortion. The nature of the analysis will depend to some extent, of course, on the type of material being considered. On the whole, you will be striving to:

- identify the author's aims and methods
- focus on key themes and ideas (Canada-related)
- reconstruct and evaluate theoretical arguments
- point out any presuppositions or assumptions

Preparation for the Learning Cell: The aim of your preparation is to produce a satisfactory set of QUESTIONS AND ANSWERS, so as to enable you to discuss the assigned reading fruitfully in a small unit with other students. Please note that assignments must be typed and single spaced. The appropriate length for the assignment is approximately 500 words (1 page). If you are unsure how to proceed, you may find the following suggestions helpful:

Step 1: Read the assigned material rapidly to gain a general overview.

Step 2: Go through the material again, but this time make a brief outline of the contents. As you do this, note the central issue (or issues), the method used to explore that issue (or those issues) and the steps taken in the development of the main theme or argument. Try to focus on the most important features (although there may be instances where minor issues are also worth considering).

Step 3: On the basis of your notes and with a view to accomplishing the sort of analysis mentioned above, draw together what appear to you to be the most crucial features and prepare TWO QUESTIONS on them (no matter how many required reading selections are involved) which you can pose to the other students in your cell. Phrase your questions in such a way as to elicit discussion of the main issues, rather than "yes" or "no" responses.

Phrase the questions in such a way for you to ask the students in your cell TO DISCUSS WHAT THE PARTICULAR THEORETICAL OR PRACTICAL VIEW ACTUALLY IS, AND WHAT THEY THEMSELVES THINK OF IT. Keep your questions as concise as possible, and avoid introducing them with statements. FOR EACH QUESTIONS, PROVIDE WHAT YOU CONSIDER TO BE THE BEST ANSWER. Make sure that you include all the point which you think are important in each answer. Also, be careful not to make any of the points in you answer so brief as to be meaningless to the person marking your assignment. Please check your assignments carefully for SPELLING, GRAMMAR, AND SEXIST LANGUAGE.

The Learning Cell in Action: On the dates for which there are to be learning cell sessions, please form yourselves into small GROUPS OF 4-5 students per cell, taking care that you vary the cell as much as possible from one time to the next (i.e., please try not to have exactly the same people in your group). Discussion can begin as soon as a cell forms and the members introduce themselves. There is no need to wait for the instructor to come around. Each student in turn should pose a prepared question to the other students in the group. This should be followed by a discussion, the purpose of which is to have you help each other understand the material better (NOT to win arguments). If a student's question is poorly phrased or is unclear, the other students should indicate this and help in its clarification. If members of a cell have widely differing questions, the cell might discuss why this has happened. THE ESSENTIAL POINT IS TO HAVE A USEFUL EXCHANGE OF VIEWS IN WHICH EACH MEMBER OF THE CELL PARTICIPATES FULLY. If at all possible, the prepared answers should be incorporated into the discussion, instead of simply being read aloud. Each cell has 25 minutes (5 questions x 5 minute) for the discussion session.

While the cells are working on the questions, the instructor will circulate to listen in on the discussions. Unless there is a special problem or the instructor chooses to enter the discussion, the cell should continue the dialogue ignoring the instructor's presence. The latter merely wants to ensure that the cell is dealing with the essential issues and that each unit members is having the opportunity to participate. Attendance may be recorded at this time.

Basic Rules: If the learning cell approach is to be fruitful, certain rules must be followed. The value of the learning cell format is that it involves you actively in the learning process. However, you must be thoroughly prepared in order to participate meaningfully in the cell discussions. Therefore, you will not be allowed to participate in the cell discussions unless you have read and prepared the assignment and arrive on time for the discussion. The admission ticket to the class will be your prepared questions and answers. The reason for such strictly enforced rules is obvious: if as a member of a small unit you are unprepared, you will not benefit from the discussion. Moreover, you will hinder your partners in their efforts to explore intelligently the material on which they have worked diligently. Remember, in a discussion unit the emphasis is on cooperation.

NO LATE LEARNING CELL ASSIGNMENT WILL BE ACCEPTED. YOU HAVE TO PARTICIPATE IN DISCUSSION SESSIONS TO GET CREDITS FOR YOUR LEARNING CELL ASSIGNMENTS.

Team Project: Best Canadian Business Practices:

Each team is required to choose one Canadian company with excellent business practices. Your primary task is to identify the success factors of the Canadian company, describing and explaining how and why they are effective. Support your arguments with convincing evidence. Each presentation should last no longer than 20 minutes. Submit a copy of summary report (1-2 pages, typed and double-spaced) on March 20th. This summary report should include the topic, names of team members and team number, a summary of the main points of presentation. You are encouraged to be as creative as you can in your delivery method. Submit your completed paper (no longer than 10 pages, typed and double-spaced) on March 27th. Your team paper will be evaluated based on the quality of logic (e.g., theoretically sound), data (e.g., valid and reliable), originality (e.g., what's new?), practical implications (e.g., lessons to learn), and writing (e.g. communicating succinctly).

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Grading Scale:

All grades are reported to the Registrar as letter grades. Graded material in this course will be marked using percentages. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade
90-100%	A+
85-89%	A
80-84%	A-
76-79%	B+
72-75%	B
68-71%	B-
64-67%	C+
55-63%	C
50-54%	D
0-49%	F

All grades are reported to the Registrar as letter grades. Graded material in this course will be graded using letter grades.

Final course grades are official only after they have been signed by the Program Director and may be subject to change up until that point.

Com 302

Business Law

Textbook

Essentials of Canadian Business Law, Willes, John A., Q.C., and Willes, John H. (2005, 5th edition) available from bookstore.

Course Objective

From the University of Victoria Calendar:

"This course examines a number of legal principles that affect businesses and other organizations (e.g. nonprofit organizations) in our society. Course topics will include the law of tort, contract, business organizations and property. The course will focus on specialized areas such as the law of negligence, international business transactions, employment contracts, intellectual property and fiduciary obligations."

This course is primarily concerned with law as it affects business. While there is no self-contained law of business, the course will examine areas of law which impact business. Principal topics include, an introduction to the Anglo-Canadian system of law, the law of tort and negligence, including professionals' liability, the law of contract, the law of principal and agent, the law of employment. Within the above, we will consider the differences which result from the choice of legal form of business, whether it be sole proprietorship, partnership or limited partnership, corporation or trust. The respective liability of the principals of each form of business will also be considered.

Methodology

Instruction will principally follow the lecture and case-method approach. Questions from the class and open discussion of topics by the class are especially encouraged. Readings and cases from the textbook should be completed in advance of class. There will be opportunities for individual and group exercises.

Evaluation

Student grades in Commerce 302 will be determined on the basis of performance in the following components

15 minute case presentations (groups of four students)	10 % of final mark
One-hour, open-book, mid-term examination	30 % of final mark
Mooting exercise (court simulation - groups of three students)	20 % of final mark
Two-hour, open-book, final examination	40 % of final mark

Total: 100%

Case Presentations

Students must form groups of three students either themselves or on the basis of the instructor's random assignments. The groups must be formed by the week following the last day to drop the course. Each group will be given a trial or appeal court decision to present. Following a format which

will be explained, each group must brief the case and then present it to the whole class. Case presentations to the class will be scheduled in class in February.

Case briefs summarise the essential elements of a case, including its procedural history (the path of the dispute through the legal system), the relevant facts, the legal issues for resolution by the court, the decision reached by the court and, most importantly, the reasons for decision.

In addition, groups are expected to comment upon the impact of the decision on business. By this is meant the impact the decision is likely to have on business or industry having particular regard to the functional areas of marketing, accounting, finance and human resources management. For example, what will be the implication on personnel practices, marketing policies, management information systems, financial strategies etc.?

Group case presentations should take approximately 15 minutes and involve each member of the group in a speaking role. The typewritten case brief must be submitted to the instructor before the presentation and indicate the part or parts contributed by each member.

Mooting Exercise - Court Simulation

Students will form groups of three students (different from the case groups) themselves or on the basis of the instructor's random assignments. The groups will be formed before the mid-term examination. One student in each group will assume the role of "Counsel for the Plaintiff", one student "Counsel for the Defendant", and the remaining member of the group will be the appellate Judge. Each member of the group will prepare its respective position in the moot exercise for oral presentation to the whole class. These presentations will take place between March 23 and 30, 2007.

Background information will be provided in mid-February. Counsel for the Plaintiff and Counsel for the Defendant must submit to the instructor, before their oral presentation, a typewritten brief of 3-5 pages summarizing their position on the issues. Counsel must give each other and the Judge a copy of this brief. At the oral presentation, the Judges will hear each party and deliver a decision. Following Counsels' presentation, the Judges will deliver an oral decision, to be supported by a typewritten decision of 3-5 pages. The Judges' written decision need not be identical with the oral decision. The Judges' decision must be deposited into the dropbox in the lobby of the Faculty of Business within the week following the respective moot.

The Briefs and Decisions will be graded using some or all of the following criteria: quality and merit of legal argument, creativity, organisation, clarity and appropriate citation of case or statute.

Correspondence of numerical marks to letter grades

The correspondence of numerical marks to letter grades will follow the scheme approved by the Faculty of Business.

A+	90-100 %	A	85-89 %	A-	80-84%
B+	76-79 %	B	72-75 %	B-	68-71%
C+	64-67 %	C	55-63 %	D	50-54 %
F	0-49%				

Com 316

Management Accounting

Texts:

- Managerial Accounting, second edition James Jiambalvo, 2004, Wiley.
- Com 316 Winter Session 2007 Coursepack.
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Course Objectives and Description:

The purpose of this course is to provide the concepts and develop the skills required for financial decision-making. Global competition and modern technology, which compound the problems of narrow profit margins, capital shortage and short production life cycles, require that managers comprehend and be able to plan and control the financial performance of their operation. Managers in all functional areas must determine the dollars-and-cents implication of their decisions. This course will concentrate on the use of financial information for decision-making, including preparation. It will also point out the limitations and uncertainty of information after it has been quantified for presentation. Please read "Case Response Writing" under Course Documents.

The skill attained will help you:

- Obtain an overview of the entire business by understanding financial reports and performance information and how they assist in planning and controlling business operations.
- Communicate effectively with your company's accounting and financial managers.
- Integrate financial decision-making techniques into your planning and operations.

Course Format:

There are two distinct phases to the course.

Phase 1 covers the first 5 weeks.

- During this time, I will lecture, take up problems in class and complete an integrated set of Phase 1 cases called Villa Grado.
- You are required to attend lectures but it will not be necessary for you to actively participate in the lectures, problems and cases.
- Consequently, you will have time to work on the problems in the text and Blackboard website which will be the basis for the mid-term exam.
- The problems that you are to do are listed on pages 7 and 8 of this outline.
- The focus of Phase 1 will be to develop technical skills which will enable you to handle a multitude of management accounting issues.
- You should finish as much of the technical studying as possible by the end of the 5th week so that you will be able to concentrate on phase 2 cases and be ready for the mid-term exam.

Phase 2 covers weeks 6 to 13.

- There are 7 Phase 2 cases (from Caribbean Internet Café through to La Hacienda Del Sol) which will take two classes each to cover.
- There are questions that you must answer (shown at the end of the outline) for each of the Phase 2 cases. Please note that the case order is different than the order in the Coursepack.
- The answers to these questions must be submitted at the beginning of the first class of the week (your scheduled Monday or Tuesday class) for that particular case.
- Each of the answers (for an entire case) will be 1 to 3 pages in length.

- The exception is Orion Computers where the answer length is whatever is required to answer the question.
- For each case, please hand-write your answers rather than use a computer (except Orion Computers where Excel may be used.) The submitted answers must be an original, not a copy. Please keep a copy of your answers for the class discussion.
- Each answer must not be a copy of another student's work, although it is expected that some students will share ideas and concepts.
- You will not receive the answers back but the answers serve to assist your participation during the case discussion. Your answers will be reviewed for content.
- Only those students who submit answers in writing will be able to gain participation marks during that day's class. Participation is part of the Pervasive Competency assessment.
- Should you miss the first class or not hand in an answer at the beginning of the first class, you may submit your answers on either the Wednesday or Thursday class to gain participation marks for the second day of the class discussion.
- Answers are handed in once for each case (i.e. if you hand in your answers on the first class of the week, you are not required to hand it in again during the second class of the week.)
- The final exam is a case and preparing for each Phase 2 case will enable you to develop the necessary skills to score well on the final exam.

Your class Pervasive Competency grade will be partly based on your analysis, insight, and discussion of the problems/cases. Consequently, it is imperative that you prepare your answers, hand them in and be ready to discuss them so that you may ask questions about topics which are not clear to you.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Final Exam	45% of grade
Midterm	25% of grade
48 Hour case	15% of grade
Pervasive Competencies and Hand-Ins	15% of grade
Total	100%

Requirements for Graded Work:

Mid-term Exam: The mid-term will be approximately 1½ hours long and will be based on technical material covered in the chapters (as described in pages 7 and 8 of the outline) and in the lectures. Should you miss a lecture for whatever reason, please ask a fellow student for their lecture notes. To be fair to all students, questions concerning the both the Mid Term Exam and the Final Exam will only be discussed in class so that all students will benefit from the answers.

48 Hour case: The 48 hour case will be done in groups of 4. The groups are your assigned groups. You may not choose your own group members for this case. The case will be available on-line (Blackboard) on Thursday, March 15th at 2:35 and it is to be delivered (i.e. no electronic submissions) to my office no later than Saturday, March 17th at 3 pm. The question that you are answering will follow the same format as cases covered in class except there will be less direction provided. The purpose of this case is to enhance your collaborative skills as well as prepare you to write the final exam. All members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment. Each group's work must be different from other groups.

Final Exam:

The final exam will be held during the regularly scheduled final exam period. It will be three hours long and will be a case analysis.

Pervasive Competencies and Hand-Ins

Pervasive Competencies includes:

- Attendance in class
- Participation in class discussions by adding new information (not repeating other comments)
- Performing analysis on white board or overheads (self directed or asked)
- Demonstrating professional skills such as sound judgment and effective communication
- Exhibiting ethical behaviour, professionalism and integrity

An **average** pervasive competency and hand-in grade will likely be in the “B- to B” range. Participation and class attendance are important parts of the learning process in this course. Attendance exposes you to material not covered in the reading, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Students who miss more than six (6) class sessions, for whatever reason, will not be allowed to write the final exam. This policy is consistent with previous Comm 316 outlines. Please be sure to sit in your assigned seat to ensure that you are included in the attendance records. Due to the large number of students, that is the only way to ensure that your attendance is properly taken.

Com 317

Management Accounting I

The syllabus for Com 317 will be distributed during the first day of classes. Please see the Com 316 outline (*spring semester*) for an idea of the course content, as credit will only be granted for one of Com 317 or Com 316.

Com 322

Management of Employee Relations

Text:

Fundamentals of Human Resource Management (Canadian Edition) by Noe, Hollenbeck, Gerhart, Wright and Steen, 2006, McGraw-Hill Ryerson

Course Objectives and Description:

While there may be persons who specialize in human resource management, the effective management of the organization's human resources is the ultimate responsibility of every manager in the organization. This course introduces the various types of issues that managers are likely to face as they relate to their subordinates. Topics include employment laws, human rights legislation, recruitment and selection, compensation, training and development, and labor relations. At the end of this course, you will be able to

1. appreciate the complexities involved in decisions related to HRM, in particular the interplay of the scope and impact of HRM, the available options, and the factors that need to be considered;
2. develop an integrated, proactive orientation in meeting the goal of acquiring and maintaining an effective and efficient workforce;
3. apply the acquired knowledge and orientation, and make those decisions in addressing specific HR issues by being responsive to the needs of the organization from the perspective of its different stakeholders; and
4. have the opportunity to experience the skills necessary in executing the HRM functions.

Course Format:

Various methodologies will be utilized to achieve the course objectives, including short lectures, discussions, case analyses, exercises, and videos.

The topics are broadly divided into 3 groups - The legal environment of human resources management, the HRM practices, and the future of HRM. These 3 sets of topics are taught by Ignace Ng, Sang Nam and Vivien Corwin respectively.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Mid-term Exam	40% of grade
Group Project	20% of grade
Final Exam	40% of grade
Total	100%

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Examinations: There will be two (2) exams: a mid-term and a final. Both will be in-class (that is, not take-home), closed-book, essay-type exams designed to test learning at the different levels: the acquisition and integration of knowledge, the elaboration of acquired knowledge, and the application of the acquired knowledge. The final exam will cover the second half of the course.

Com 331

Introduction to Management Information Systems

Text:

- Information Systems Today (Canadian Edition) by Jessup, Valacich, and Wade. ISBN 0-13-109290-1
- Additional web-available readings or resources, as assigned (see individual class preparation instructions on Blackboard)

Course Objectives and Description:

An introduction to the role of information technology (IT), information systems (IS) and networks in modern organizations, with an emphasis on electronic business systems. A variety of approaches using IT and IS will be covered to provide a broad understanding of how they can be used effectively in today's inter-networked enterprise. Focus is on the responsible use of information systems and technology to support business strategy, operations, and decision making. Includes use of, but not instruction in, computer-based productivity tools.

Objectives:

The business environment is rapidly changing as a result of the evolution of information technology and systems. It does not matter whether you work in a large company or small, for yourself or for others, for profit or for public service - there will be an "e" in your business. How well you succeed will depend on understanding, anticipating and capitalizing on new developments in a global, networked economy. Ultimately, the course will provide you with ideas and resources to flourish in your networked organization long after the course ends.

At the end of this course, you should:

1. Understand the various types of information technologies and systems,
2. Understand the implications of using IT to enhance core competences and business processes,
3. Develop analytical and decision making skills for solving business problems via the intelligent adoption and use of IT,
4. Enhance both oral and written skills needed to communicate about IT and IT-related business issues.

Course Format:

This course will combine lectures, discussion, and in-class case analysis, to introduce you to the concepts and business issues facing managers as they deal the new realities of electronically-mediated business. Learning is an active process -- the more active you are, the more you will learn. Therefore, the course will rely heavily on outside reading and preparation to make maximum use of in-class time. In addition, every member of the class is expected to contribute to the group's learning through discussion and debate.

Evaluation Elements:

Students will be evaluated according to the following breakdown:

Hand-in assignments (2 at 10% each)	20% of grade
Class preparation	10% of grade
Mid term exam	25% of grade
Final exam (cumulative over entire term)	45% of grade
Total	100%

Requirements for Graded Work:

Attendance: Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, reveals your classmates' insights and helps clarify material that can lead to better performance in the course. All in-class material (discussions by students, guest presentations, videos and the like) will be fair game for exams, and you will be expected to draw on such material in preparing your graded work.

Excused absences will be granted only for documented illness or in accordance with the policies on excused absences in the University of Victoria calendar. You should notify me at the earliest possible point to advise me if you will be absent or to seek an excuse after an absence. **Make-up work will not be available in the event of unexcused absences.**

Com 341

Operations Management

Texts:

Heizer and Render, *Operations Management - Flexible Version*, 8th Edition, Pearson/Prentice Hall, 2005, ISBN #0-13-237060-3.

Course Objectives and Description:

This course will introduce you to the basic concepts involved in the design and management of the core functions of any business, the *transformation or operational processes* that produce the goods and services that the business delivers to its customers. Despite their apparent diversity, firms share a few general types of transformational processes, each of which has strengths and limiting characteristics. This course focuses on the choice of process and the links between process choice and competitive capabilities, as well as the implications for the firm's efficiency and quality. This course will be lecture and discussion based, with some problems solving assignments, short cases and a group project that will enhance your oral and written communication skills. This is not a course in the technical methods of optimizing the operations processes. It is a course designed to introduce you to the managerial problems in the operations function of an organization.

The course objectives are to:

- Understand the various process types, their characteristics and their implications for efficiency and quality.
- Develop analytical and decision making skills for problems in the operations function of manufacturing and service industries.
- Understand the links between process design and competitive capabilities.
- Enhance both oral and written communication skills.

Operations Management is relevant to all organizations, regardless of their type, size or geographical location. However, some aspects are particularly useful in our focus areas in the BCom Program. Entrepreneurial ventures must understand the job-shop and batch production characteristics in particular; quality management and supply change management have been largely offshore developments and involve the international dimensions of the subject; the effective design of service systems, a key part of OM is an essential concern for managers in the hospitality sector.

Course Format:

The course will use a combination of lectures, in-class discussions, group and individual problem solving assignments, in class case exercises and videotapes to enhance student learning.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Mid-term Exam	30% of grade
Group Assignment	20% of grade
In-class Quizzes	10% of Grade
Hand-in Write-ups for Class Discussions	10% of Grade
Final Exam	30% of Grade
Total	100%

Requirements for Graded Work:

Group Work: Students will be given a field based assignment to complete in groups. Details of the group assignment will be provided in class. The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Case Discussion Write-ups: Each student is expected to come prepared for the assigned case discussions. There will be about one of these cases every week. Many of them will require you to do some calculations as well as some thinking about the alternatives that the managers in the case are faced with.

To ensure that you are prepared, you will need to prepare a one-page write-up on the case. I will be collecting them at the beginning of the class, so you should have notes to work from for the case discussion.

There is a 10% component in the grade available to those who prepare the case write-ups.

Quizzes: There will be two in-class quizzes, each worth 5% of your grade. The dates are shown in the class schedule.

Com 361

International Business

Text:

Global Business Today, 4th edition. Charles W. L. Hill. McGraw-Hill Irwin, 2006.

The text is the same as was used in Com 361 last year and should be available both new and used from the University Bookstore. It is also available from a number of on-line bookstores. It is in your own best interests not to try to use an earlier edition of the same book.

Additional Readings will be announced from time to time. These will include some chapters from

Government Policy Toward Business, 4th edition. James A. Brander. Wiley, 2006.

Course Objectives and Description:

This course focuses on key aspects of doing business globally, including the forces of globalization; how business conditions and practices differ from country to country; free trade and protectionism; exporting, licensing, and foreign direct investment; exchange rates and the complications that arise when dealing with multiple currencies; and strategic and organizational issues for firms operating in international markets.

The course examines the global environment in which firms operate and how that environment affects the strategies and choices of companies. This examination will require students to understand the rudiments of international trade theory, the impact of tariffs and other forms of trade protection, and the workings of the international monetary system and global capital markets. We will examine how businesses are managed across different countries, considering factors both external and internal to the company.

For example, if a firm is considering international expansion, it needs to take into account exchange rates, free trade agreements, international taxation, market conditions, culture, law, politics and many other factors which will affect the firm, but over which the firm has little control. In the context of these external factors, a firm must then make internal decisions to devise a strategy effective for operations in the global environment. Does the firm choose to export its products or invest in production facilities in a new country? Should the company buy production facilities or businesses already present or build their own? What about a joint venture with a local entrepreneur? Under what circumstances do different international strategies make sense? This course will investigate these and other questions as part of an exploration into how international corporate strategy is shaped and the economic factors that influence it.

Evaluation:

The final grade for this course will be based on the following weighting scheme:

Midterm Exam	30%
Team Project	30%
Final Exam	40%

Class Participation:

Although class participation will not be directly assessed in calculating final grades, it is an important part of the learning process and will therefore affect your performance on the other assignments. At a minimum, good class participation requires that you arrive at class having carefully read the assigned materials, and that you listen carefully, ask questions about points that need clarification, and remain open to learning from alternative perspectives. Given the nature of the course material, the classroom atmosphere tends to involve lively discussion, and we will encourage everyone to participate actively. The ability to present one's ideas concisely and persuasively, and to respond effectively to those of others, is a key success factor in any managerial position. Attendance during the team presentations (Nov 16, Nov 21, Nov 23, and Nov 28) is mandatory. Missing any one of these classes without a medical note will result in a 3% reduction in your final grade; no exceptions.

Team Project:

Students will participate in a team project that involves an in-class presentation and a written report. There are two possible, but relatively similar, versions of the team project. One of these versions will be under the guidance of Brian Scarfe, while the other version will be under the guidance of Doug Taylor. It is to be hoped that the project teams in each class will allocate themselves equally across the two versions. Students must attend all team presentations for their course section.

Teams: Students will be assigned to teams by the undergraduate programs office. No switching please.

Evaluation: Your final team project grade will be weighted as 1/3 evaluation of the presentation, 2/3 evaluation of the written report. Generally, all team members will receive the same project grade, although a peer evaluation form will be circulated to allow for feedback on the contributions of individual team members.

Due Dates: Both paper copy and an electronic version of your written report must be submitted to the appropriate instructor not later than **48 hours before your presentation time**. The written report should not exceed 4,000 words (not including appendices, tables or figures), and should contain the last names of all of your team members. Presentations should use either PowerPoint slides or large-print overhead transparencies. Please keep these to a maximum of 15 slides/overheads. If you are using PowerPoint slides, your team will need to supply its own lap-top computer, and will need to know exactly how to set it up before the class begins, so that there are no delays in starting your presentation.

Team Projects Guided by Brian Scarfe:

The objective of the team project is to identify a foreign investment target for a Canadian-controlled multinational enterprise (MNE), or a Canadian company that you think could benefit from expansion abroad. Analyze the worthiness of the project, make a presentation to the company's governing board (represented by the class audience) that will convince them to adopt the project, and submit a supporting written report to the instructor. Teams will prepare a 10-12 minute presentation and accompanying report addressing the issues listed below, as well as any others that the team feels are important.

Choice of company: Each team may choose their own company, but no two groups may work on the same company. Choose a firm in any industry whose head office is in Canada. The company may or may not already have operations outside of Canada. You may choose a public or private firm; however, keep in mind that a publicly traded company will be easier to research than a privately held firm. Note that you should come up with an investment target for the firm on your own, NOT discuss an existing investment the firm has made, or is publicly known to be considering. The investment target could be any type of acquisition or joint venture.

Issues to Consider: Be sure to address all of the following topics in your written report. Time constraints in your oral presentation may indicate that you address only those issues which you think are most important during your presentation. You do not need to answer these points in the order listed, or to directly number them, etc. Just be sure that all the topics are addressed at some point in your report. In addition to the points below, please include any other information which you feel is relevant.

- 1) What are the firm's objectives in pursuing investments abroad? Is the chosen target consistent with these objectives?
- 2) Why invest in this country and not another? (Concretely, what is the potential of this new market, or what are the cost advantages of this production location?)
- 3) How does the new investment complement prior foreign investments (if any)? Why choose the particular type of entry mode?
- 4) Who are the competitors, and what are their potential counter-moves?
- 5) How should the project be financed (internally or externally)?
- 6) If external finance is recommended, in which currency units should the funds be raised? How should exchange market risk be factored into the financing decision?
- 7) Do protectionist devices such as import duties and capital controls need to be considered?
- 8) What other problems may arise in the foreign country? Develop a best-case and a worst-case scenario.
- 9) Which integration problems may arise? Will the new project require expatriate managers, or can the firm rely on hiring local managers?
- 10) How should the parent assess success or failure of the new project? Develop a set of criteria.
- 11) If things go wrong, what is a suitable exit strategy? Are there irreversible costs to the project?

Team Projects Guided by Doug Taylor:

The objective of the team project is to identify a multinational enterprise (MNE) based in North America or Western Europe, that either out-sources some of its production to a firm based in a low income country, or owns its own productive capacity located in a low income country; and to analyze this aspect of the firm's strategy in the context of the topics covered in this course. Teams will prepare a 10-12 minute presentation and accompanying written report addressing the issues listed below, as well as any others that the team feels are important. Presentations will be given in class and written reports submitted to the instructor.

Choice of MNE: Each team may choose their own company, but no two groups may work on the same company. Choose an MNE in any industry whose head office is in Canada, the United States, or Western Europe^{[1][1]}, and that either out-sources some of its production to different firms based in a low income country^{[2][2]}, or owns its own productive capacity in a low income country, or does both. You may choose a public or private firm; however, keep in mind that a publicly traded MNE will be easier to research than a privately held firm.

Issues to Consider: Be sure to address all of the following topics in your written report. Time constraints in your oral presentation may indicate that you address only those issues which you think are most important during your presentation. You do not need to answer these points in the order listed, or to directly number them, etc. Just be sure that all the topics are addressed at some point in your report. In addition to the points below, please include any other information which you feel is relevant.

Provide an overview of the firm, its products and markets, and describe its particular out-sourcing arrangements and/or overseas production.

- 1) Why has this firm chosen to produce some/all of its products in a low income region? What are the main advantages and disadvantages?
- 2) What are the main advantages and disadvantages associated of the *specific* location the firm has chosen?
- 3) In the case of out-sourcing, what are the main advantages and disadvantages of contracting out production for this firm in general, and what are the main advantages and disadvantages of the specific firm they have outsourced to?

- 4) How do this firm's production decisions and strategy compare with its main competitors (other firms in this industry)? Who are the major competitors and where are they located?
- 5) How competitive is the industry? Do firms in this industry compete more on price or on quality? How important is low cost production to maintaining a competitive position in this industry?
- 6) Are most firms producing in low income regions? Do other firms out-source or own their productive capacity?
- 7) What does a life cycle analysis tell you about the product's environmental impacts? How does the firm manage those impacts compared to its competitors?
- 8) What are the main corporate social responsibility (CSR) and ethical issues created by the firm's out-sourcing activities, or overseas production? How is the firm addressing these issues?
- 9) How does this firm's approach to CSR and ethical issues in outsourcing/overseas production compare with its competitors?
- 10) Highlight what aspect of this firm's strategy you found most intriguing in relationship to the topics covered in this course.

Final Exam:

The final examination will be a comprehensive, closed-book exam. It will be given at the time and place determined by the University Registrar. **Do not schedule airplane tickets or other irreversible travel plans until the dates of final exams have been confirmed.**

Com 400

Strategic Management

Prerequisites: (All third year Commerce core)

- Financial Accounting
- Organizational Behaviour
- Marketing
- International Business
- Decision Making for Responsible and Sustainable Global Business
- Management Accounting
- Management of Employment Relations
- Introduction to Management Information Systems
- Operations Management
- Management Finance

Texts:

Fred R. David, Strategic Management, 11th edition, Pearson Prentice Hall, 2007 ISBN 0-13-186955-8

Course Objectives and Description:

This course will review the concepts of business strategy and develop an ability to apply the concepts learned to actual business situations through case studies. Your primary role in this course will be to perform strategic analysis, make decisions about strategic issues and to justify those decisions through both written and oral (in-class) presentations. Of primary interest will be the ability to make strategic-decisions that are both effective and efficient within the real-world constraint of incomplete information. The key skill to be developed will not be to get the “right answer” but rather the quality of the decision rationale. This course will require that students read the material in advance of the class and come prepared to thoroughly discuss the course material, the case synopsis, their recommended decisions, and the rationale for making those decisions.

The course objectives are to:

- Understand the various models and analysis that are used in the strategic management process
- Develop a basic level of confidence in analyzing industries and companies
- Create appropriate strategic plans for companies
- Enhance both oral and written communication skills...

Course Format:

The course will be delivered in the class room through a mixture of lecture, in-class exercises, and case discussion

Evaluation Elements: (Students will be evaluated according to the following schedule)

Contribution	15%
Hand-in	5%
Mid-term test	20%
Hand-in case	20%
Final exam	40%
Total	100%

Requirements for Graded Work:

Students will be evaluated according to the following schedule:

1) Class participation weight 15%

Class discussion of the cases, questions asked and responses will all be considered in arriving at the participation grade. Absences from the class will significantly reduce the participation grade. For each class session, questions related either to the course material or case discussion will be discussed.

For some of the cases, students will divide into groups, be assigned a question(s) to respond to, and prepare a brief response to be presented to the class. During the semester every student in the class must have made at least one presentation.

An average participation grade (and with no absences) would be in the B range. Above average would be in the B+ range, excellent participation would be in the A- range, and an exceptional grade would be in the A/A+ range. Lack of preparation, lack of attention to the class discussion, participation or behaviour that clearly detracts from the class' progress, and/or unexcused absences may result in lower grades. Student with more than three unexcused absences will get a grade of C or lower. Students with more than six unexcused absences may be barred from writing the final exam and will get a grade of zero for class participation. Students who attend every class but do not participate can expect to receive a grade in the C range.

2) Written Case (Group/Individual) weight 20%

The case will be handed out at the end of class on March 7th. It will be due at the beginning of class on March 12th. Late assignments will be penalized 2% (off the 20%) per day. Specific instructions regarding case presentation format and content will be posted on BlackBoard and will be discussed in class. Maximum group size is three.

3) Final Exam (individual case exam) weight 40%

The final exam will be a strategy case. It will be a 3-hour exam during the regular examination period.

4) Mid-term test= weight 20%

Please note that you are responsible for reading the textbook. Reading materials in the textbook may or may not be specifically covered in class. Regardless of in-class coverage, material from it may appear in the quiz. One multiple-choice /short answer quiz (1hour, 20 mins) will be given at the beginning of class and will cover material from the textbook.

Requirements for Graded Work:

Attendance: Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. Students with unexcused absences from more than **3 class** sessions will receive a grade of C or lower for class participation. Students with unexcused absences from more than **6 class** sessions will receive a grade of zero for class participation.

Written Work: Written work should be completed using standard university style guides. Appropriate appearance, format, grammar, spelling, gender-neutrality and business terminology will be considered in grading any written work. Please be aware of the issues around plagiarism (see Academic Integrity below).

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Com 402

Legal Issues in Management

Prerequisites: (All third year Commerce core)

- Financial Accounting
- Organizational Behaviour
- Marketing
- International Business
- Decision Making for Responsible and Sustainable Global Business
- Management Accounting
- Management of Employment Relations
- Introduction to Management Information Systems
- Operations Management
- Management Finance
-

Text and Course Materials:

1. McInnes, Kerr, VanDuzer & Carmody, *Managing the Law*, Second Edition (Pearson/Prentice Hall, 2007) (hereinafter called “Text”).

2. There will be other materials handed out in class on an *ad hoc* basis.

3. A variety of case and statutory materials—also available on the internet—will be posted on the course “Blackboard” site. In addition, you may wish to visit the following websites:

- i) B.C. Superior Courts: www.courts.gov.bc.ca
- ii) B.C. Statutes and Regulations: <http://qp.gov.bc.ca/statreg>
- iii) Supreme Court of Canada: www.scc-csc.gc.ca
- iv) Canadian Legal Information Institute: www.canlii.org

Note: You can link to a variety of relevant legal materials (such as the federal and provincial statutes, the Supreme Court of Canada, the Federal Court of Canada, the Federal Court of Appeal and other provincial superior courts) from the B.C. Courts’ website. A list of a few law-related websites is also posted on the course Blackboard site under “Course Information”. You may also wish to visit the Student Online Learning Centre, an internet support service maintained by the publisher of the course text, where you can access on-line quizzes, problems, chapter summaries and other helpful learning resources: www.pearsoned.ca/mcinnes

Course Objectives & Description:

This course will introduce you to various legal concepts about which all managers should be knowledgeable. During your business career you will undoubtedly face many of the legal issues that are addressed in this course. This course will expose you to several legal topics including: the Canadian Legal System, Civil Dispute Resolution systems (including Alternative Dispute Resolution processes), Forms of Business Organization (Proprietorships, General Partnerships, Limited Liability Partnerships, Limited Partnerships, and Business Corporations), Directors’ and Officers’ Duties and Responsibilities, Tort Law (especially Negligence and Professional Liability), Fiduciary Relationships, Intellectual Property, Contract Law, Agency Law, and Employment Law. Course components will include readings, cases, class discussion, experiential exercises and lectures. Regular class attendance is essential if you expect to do well in this course. Equally essential is being prepared for class by ensuring that you have read the material to be discussed so that you can more fully appreciate, and constructively contribute to, the class discussion.

Evaluation:

Students' performance will be evaluated based on the following course components:

A. Examination No. 1 (September 29th)	= 25%
B. Examination No. 2 (October 27th)	= 25%
C. Final Examination (TBA)	= 30%
D. Statute Review/Analysis (group)	= 20%
TOTAL	= 100%

Examinations:

The three examinations will test your understanding of, and ability to apply, the course concepts. Each examination will deal with the specific material that was covered in the class sessions immediately preceding the examination.

Statute Review/Analysis:

Further details T.B.A. (see Blackboard)

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your overall individual term evaluation, all members (except in extraordinary circumstances such as one more team members' failure to meaningfully participate in the assignment) will receive the same mark.

Group projects are subject to the same rules regarding academic dishonesty as govern individual assignments. Because of the unique nature of group projects, all group members should exercise special care to ensure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specified individual(s).

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of your learning process in this course. If you do not attend class sessions you will miss material that is not in the course text or other assigned readings. Further, regular class attendance will enhance your performance and understanding of the material since you will be exposed to your classmates' insights and the general class discussion about the course concepts.

Com 410

Leadership Strategies

Prerequisites: Organizational Behaviour and Design

Texts:

Leaders: Strategies for Taking Charge, Second Edition, Warren Bennis and Burt Nanus, Harper Collins Business, ISBN 0-060559543

Course Objectives and Description:

This course will provide students with an introduction to the process of leadership, and the need for a manager to acquire leadership skills.

- Understand the difference between management and leadership and the importance of mastering both processes.
- Develop and identify the skills needed to lead people in organizations.
- Create an awareness of what profiles an effective leader; thus providing a conceptual model which will guide a student's development as a manager and a leader.
- Enhance both oral and written communications - two essential skills which must be acquired by a leader.

Course Format:

A variety of teaching approaches are used in this course. Several movies are used to demonstrate the major skill areas of leadership, and to illustrate how each leader has a unique configuration of styles. Short lectures provide a theoretical base for understanding the process of leadership.

Short case studies as well as a variety of experiential exercises demonstrate and assist the student in developing leadership skills.

Each student is required to make three short "stump speeches," and prepare a written analysis of each movie shown in the course.

Evaluation Elements:

Students will be evaluated according to the following schedule:

Movie reports	40% of grade
Midterm	30% of grade
Tucker Assignment	20% of grade
Participation	10% of grade
TOTAL	100%

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Attendance in this course is compulsory because of the experiential content. Students absent from more than 2 classes without medical documentation will not successfully complete the course.

All written assignments are due on the last day of classes. However, it is expected that written analysis of the movies will be submitted the week following viewing of the movie

Com 435

Corporate Relations

Course Pack (Required):

This course will feature a number of required case studies and articles which can be purchased from Harvard Business Publishing through the following link:
<http://cb.hbsp.harvard.edu/cbmp/access/57471078>. Additional links and class slides will be posted to CourseSpaces if they are added to the syllabus during our class.

Course Objectives and Description:

The purpose of this course is to examine the relations of a corporation to its stakeholders and public - matters that are becoming ever more complex. More specifically, the following relations of the corporations will be studied and discussed:

- the employees
- the stockholders
- competitors
- customers
- unions
- government
- NGOs and other stakeholders
- the general public

Additionally, major issues arising from these relationships will be examined such as downsizing, the natural environment, industrial espionage, and employee responsibilities to the corporation, as well as corporate responsibilities to society in general. The emphasis of the course will be placed on the need to operate in an honest and ethical way while remaining profitable and competitive in a fast changing world.

Course Format and Assignments:

Each class will include a short lecture and class discussion, focused on the identified topic of the week (see week by week outline), followed by a presentation of the week's case study by a student group. All students will be required to present at least on one case. Depending on class numbers, and in order to help keep group sizes manageable, some weeks we may have two groups presenting different perspectives from the same case. A sign-up sheet will be brought to the first class so all students can choose which case they would like to present. Please take a quick look at the cases prior to coming to our first class so you can determine which one interests you.

Evaluation Elements:

All students will be graded based upon the following:

Case study presentation 20%
Class participation (including peer reviews) 10%

Midterm exam 20%
Final Group Presentation 20%
Final Assignment (Due December 7, 2016) 30%

Requirements for Graded Work:

Description of evaluation standards for evaluation elements.

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Attendance in this course is compulsory because of the experiential content. Students absent from more than 2 classes without medical documentation will not successfully complete the course

Com 450

Selected Topics in Management

Topics vary from term to term.

ENT 402

Entrepreneurship & Small Business for the Non Specialist

Prerequisites: Organizational Behaviour and Marketing

Texts:

Coursepack available from the UVic bookstore

Course Objectives and Description:

The purpose of this course is to introduce the student to the mechanics of setting up and successfully operating a small business.

Course Format:

The format is a combination of short lectures and case studies. Students will be organized into small groups for the purpose of case discussing and preparing and presenting a business plan for an entrepreneurial venture of their choice.

Evaluation Elements:

Midterm	25% of grade
Business Plan	30% of grade
Final	35% of grade
Participation	10% of grade
TOTAL	100%

Requirements for Graded Work:

Description of evaluation standards for evaluation elements.

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. Attendance is compulsory. Students absent without a medical note will be docked three marks for each absence.

Grading Scale:

All grades are reported to the Registrar as letter grades. Graded material in this course will be marked using percentages. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade	Grade Point Average
90-100%	A+	9
85-89%	A	8
80-84%	A-	7
76-79%	B+	6
72-75%	B	5
68-71%	B-	4
64-67%	C+	3
55-63%	C	2
50-54%	D	1
0-49%	F	0

IB 301

International Business

NOTE: Not open to students registered in COM 361

Text:

Charles Hill, International Business: Competing in the Global Marketplace, 6th Edition, (McGraw-Hill / Irwin, 2007, ISBN#0-07-310255-5)

Course Objectives and Description:

Today it is nearly impossible to find an example of a purely domestic business—one that is completely insulated from events outside the home country's borders. Business is increasingly global, which for Canadian companies and managers means both increased opportunities (e.g., new markets, customers, and production locations), increased threats (in the form of foreign competition), and increased challenges (e.g., how to deal with cultural differences, how to manage the increased complexity of global operations). This course focuses on several key aspects of doing business globally, including:

- the forces of globalization,
- how business conditions and practices differ from country to country,
- free trade and protectionism,
- exporting, licensing, and foreign direct investment,
- exchange rates and the complications that arise when dealing with multiple currencies,
- strategic and organizational issues for multinational firms.

We will not cover these subjects exhaustively—that would be impossible. In fact, there are specialists who devote their entire careers to studying just one facet of these topic areas. Instead, this is a survey course, designed to give everyone a basic understanding of the global business environment and an enhanced capacity to function successfully in that environment.

Course Format:

The course will follow the order outlined in the Schedule (below). Lectures will cover important concepts, while videos, cases, and other activities will be used to illustrate key issues.

There will also be a group project (4-5 students per group). The group project assignment is:

- a. Choose a company that you know or are interested in. The company must have some involvement in international business.
- b. Research / learn about the international side of the company's business:
 - What do they do (internationally)?
 - The history of, reasons for, and evolution of international operations
 - The level of success of international operations

Note: While this is not always possible, it will be a plus if you can get some information for your project directly from the company (by communicating with managers).

- c. Analyze the company's level of international success
 - What are the key reasons for their success internationally (if they have been successful)? What are the key reasons for their lack of success (if they have been less successful than hoped)?
 - What is the biggest challenge the company has had to overcome in its international operations, and how did it overcome that challenge?
 - What is the biggest challenge the company faces now or in the future of its international operations, and what are your recommendations for overcoming that challenge?

For the project, each group will deliver a presentation in class (dates: November 15, 22, 29) and a written report (15 pages maximum, due December 3) .

Evaluation Elements:

Students will be evaluated according to the following schedule:

Cultural diffs note	5% of grade
Mid-term exam	30% of grade
Final exam	30% of grade
Class participation	10% of grade
Group project presentations & reports	25% of grade

Requirements for Graded Work:

Description of evaluation standards for evaluation elements.

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Class participation: By class participation, I mean coming to class and participating actively. Both amount and quality of participation count. “Quality” participation includes comments and questions that push the class forward and contribute to everyone’s learning, including questions or comments that present a different viewpoint or offer a new element or fact. Please don’t be afraid to speak up; I don’t consider any questions or comments to be “dumb.”

Grading Scale:

All grades are reported to the Registrar as letter grades. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade
90-100%	A+
85-89%	A
80-84%	A-
76-79%	B+
72-75%	B
68-71%	B-
64-67%	C+
55-63%	C
50-54%	D
0-49%	F

Final course grades are official only after they have been signed by the Program Director and may be subject to change up until that point.

SMGT 415

Hospitality and Services Marketing

Prerequisites: Fundamentals of Marketing

Texts:

Services Marketing by Lovelock and Wirtz (6th edition, Prentice Hall) 2007 .

Course Objective

The primary objective of this course is to help prepare you to function as effective managers in a service economy. This course will make you more aware of the nature and characteristics of services, more knowledgeable about the way services need to be designed and executed due to their intangible core and more conscious of service quality, the foundation of services marketing. You will also have a better understanding of the success factors in services marketing.

Course Description

The Canadian, as well as much of the world economy, is dominated by services. In Canada, approximately 73% of the labour force, 70% of the GNP, 45% of an average family's budget, and 32% of exports are accounted for by services. Yet, traditionally business school courses have focused on the manufacturing sector of the economy. This course is especially designed for those students who may be interested in working in service industries and will address the distinct needs and problems of service organizations in the area of marketing.

The theme of the course is that service organizations (i.e. banks, transportation companies, hotels, hospitals, educational institutions, professional services) require a distinctive approach to marketing strategy, both in its development and execution. This is not to imply that the approach is unique, but rather distinctive. Therefore, the course will build and expand on ideas from the core marketing class to make them specifically applicable in service industry settings.

Some of the topics we will cover:

- expanded marketing mix for services and applications of technology to services;
- the service concept and marketing an experience;
- managing service quality;
- designing the service system
- service strategy
- customers as employees; employees as customers.

Evaluation Elements:

Class participation	15%
Individual Assignment	20%
Group Presentation	20%
Exam	45%
Total	100%

Requirements for Graded Work:

Individual Written Assignment (20 points)

A menu of assignments will be offered and you will one handing in. You may also propose topics for assignments and we can develop the deliverable together. I will provide the menu early in the term.

Group Presentation (20points)

There are two main purposes for the presentation assignment. First, it gives you an opportunity to further develop and practice your presentation skills in front of a live and friendly audience. Second, the content of the presentations contributes an important component to the course content. The size of the groups will be determined once the total number of people taking the course is determined.

Here are the details!

- The length of time for each presentation is 20 minutes and there will be further time for a couple of questions.
- You may select any topic related to issues dealt with in the class.
- I am really looking for creative, exciting and interesting treatment of your topic. The presentation should be entertaining but not silly. Use of videos, skits and audience participation has worked well in the past.
- Case type examples (e.g., how one or more businesses is handling a particular service situation) is a possible way to address the assignment. Be sure to present a critical analysis about what they are doing well or poorly.
- Do not present the material from the assignment you have completed, it must be a different topic

Cases and Participation (15points)

A combination of cases from the textbook and smaller cases which will be handed out through blackboard will be used as a basis for class discussion. For each case a set of questions will be provided.

You are required to hand-in answers to the 7 cases at the end of the class where the case is being discussed. You will earn a point for each case where **reasonable effort** is put into answering the questions. I will not be grading the answers.

The remainder of the 15 points are based on your participation in class discussions.

Class Procedure

The class consists of lectures, cases, assignments, discussions, and videos. In order for the experience to be valuable, it is critical that the students and the professor are prepared. Make sure you complete all assigned readings before coming to class.

Final Exam

The final exam will cover issues from the text as well as discussions, videos, and cases. The specific reading that will be part of the exam material will be identified as the semester progresses.

SMGT 416

Operations & Quality Management

Prerequisites: Operations Management

Texts:

- Fitzsimmons and Fitzsimmons, Service Management: Operations, Strategy and Information Technology, 5th Edition, (McGraw Hill Irwin,2005, ISBN# 0073122580.)
- Course Pack with cases

Course Objectives and Description:

This course will explore the dimensions of successful service firms. Particular emphasis will be put on hospitality service firms. The current competitive environment includes a broadening understanding of the value of excellent service. Firms are using service excellence and service quality to differentiate their business from local and international competition.

A key challenge to managing a service firms is creating and maintaining operational systems that support the delivery of excellent service. Important topics we will cover include: defining and measuring service quality, service capacity planning and waiting line management, service control and service quality improvement. Cases will be examined throughout the course to give students an opportunity to practice theories covered.

The course objectives are to:

- Understand the difference between products and services and the demands they have on systems and the organization
- Develop an ability to identify, analyze and improve service levels in an organization
- To appreciate the operational significance of managing the service encounter to achieve internal and external customer satisfaction
- Create opportunities to discuss and learn from the text, additional materials supplied by the instructor, as well as your peers.
- Enhance both oral and written communication skills

Course Format:

As we have one three hour block for this class we will spend the first 80 minutes on lectures and discussion and the last 90 minutes on a case.

Students are expected to have done the reading ahead of time, and to be prepared to contribute to the case discussion. Everyone is expected to contribute. Thoughtful and applied comments will be considered valid participation for the overall grading of the course.

Evaluation Elements: (Students will be evaluated according to the following schedule)

Service Encounter Journals and Report	25% of grade
Group Case Facilitation	30% of grade
Service Blueprint and Report	30% of grade
Participation	15% of grade
Total	100%

Participation Grading: From the Subjective to the Objective

Participation will be based on the following:

- Asking and responding to questions in class
- Preparation effort for class discussions
- Active participation in case and assignment discussion during class
- Playing a leadership role in the class
- Attendance and active involvement in key events

Grade	Behavioural Description
A+ - A-	Well organized and presented response Major forward contribution in case analysis Outstanding summary Well defended minority point-of-view
B+ - B-	Any of the above with a major point or consideration missing or poorly developed Constructive criticism of another's student's contribution Support of and addition to another student's contribution
C+ - C-	Obvious preparation accomplished but weak conceptual application of the situation under discussion Nervousness or hesitancy interfering with quality of the response Behaviors described in A or B category which are weakly developed or fall short of expectations
D - D-	Consistently asking questions about the case without offering interpretations Simple recognition or repetition of case facts without drawing any inferences Repetition of a point already discussed
F	Inability to respond with any degree of displayed preparation Poor quantity of contribution No contribution Not present Unprepared

Note: Although attendance is required to receive participation credit, no credit is given for attendance alone.

Requirements for Graded Work:

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

If you do not attend class, you cannot participate. Therefore your participation grade will reflect your attendance.

SMGT 417

Hospitality/Services Management: Human Resource Management

Prerequisites: Marketing

Readings:

- No text book
- Course pack with cases for sale in book shop

Course Objectives:

The primary objective of this course is to help prepare you to function as effective managers in a service economy, notably in the hospitality industry. This course will make you more aware of the nature and characteristics of services, more knowledgeable about the way services need to be managed due to their intangible core and more conscious of service quality, the foundation of successful services management.

Course Description:

The Canadian, as well as much of the world economy, is dominated by services. In Canada, approximately 73% of the labour force, 70% of the GNP, 45% of an average family's budget, and 32% of exports are accounted for by services. Yet, traditionally business school courses have focused on the manufacturing sector of the economy. This course is especially designed for those students who may be interested in working in service industries such as the hospitality industry and will address the distinct needs and problems of service organizations.

The theme of the course is that service organizations (i.e. banks, transportation companies, hotels, hospitals, educational institutions, professional services) require a distinctive approach to strategy, both in its development and execution. This is not to imply that the approach is unique, but rather distinctive.

Some of the topics we will cover:

- systems perspective
- research in a services setting;
- customer analytics
- branding of services;
- e-service principles

Evaluation:

	Weight
Case Study hand-in: Harrah's Case	20%
Design of customer experience survey	20%
Group Project	40%
Participation	20%
Total	100%