BUSINESS 121

FUNCTIONAL AREAS OF THE ORGANIZATION

COURSE OUTLINE
Winter 2015

Professor: Leanne Hagarty
Sections: J, L
Room P2024
Phone 884-0710, Ext. 3806
lhagarty@wlu.ca

Course Website: https://www.wlu.ca/sbe/bu121

Office hours: Wednesday 1 p.m. – 3 p.m.
Thursday 10 a.m. – 11 a.m.
OR by appointment

Teaching Assistants: Room P1002
Phone 884-0710, Ext. 2190

Faculty Assistant: Margaret Dilworth
Room SBE2201, Phone 884-0710, Ext. 2041
Course Objectives:

Business 121 is designed to provide you with the following:

1. An integrative framework/model whereby you can see how all the pieces of the ‘business puzzle’ fit together in today’s fast paced and ever-changing business environment.
   - Application of this understanding to the development of a business plan for a new business idea

2. An overview to the different functional areas of a business, and how decisions in those areas are both interrelated and lead to achieving the critical success factors in the model.


4. A basic business vocabulary.

5. A clear understanding of the level of professional conduct expected in the business world which will also be expected of you in the course.

Course Materials:  

**NOTE:** The text includes online chapter quizzes for the functional area chapters.


**NOTE:** Access to 2 assessments that are required for the course is included with the lab manual – EQi and DISC. The **coupon that is shrink-wrapped with the lab manual must be brought to your first lab to obtain your access codes to do the assessments!**

A student response and engagement system called *Top Hat* will be used in the course for class participation and engagement.

Methodology:

In Business 121 we will be using 3 approaches to learning:

1. **Readings** – The text and lab manual readings are designed to provide you with the base knowledge needed to understand the ‘threshold’ concepts and terminology required for the course. These ‘threshold’ concepts are needed to understand the richer classroom material. It will be expected that you have done the readings prior to class and labs, and that you will have done the supplementary **on-line chapter quizzes** to assist you with the text material.
2. **Lectures – Power Point** slides will be available ahead of time on the course website. **Do not** assume that these slides are a substitute for coming to class, as they do not completely cover the material. They are provided simply to give you a base upon which to take complete and organized notes while having some breathing room to reflect on the material as it is being discussed. As well, the slides provided on the website are not always identical to the slides shown in class. Because exams are based primarily on lecture material, **failure to attend lectures and take detailed notes will result in reduced performance on examinations.**

3. **Weekly Labs*** – You are required to register in a weekly lab. Labs start the second week of class and detailed instructions on lab registration will be provided in the first lecture.

* **NOTE:** Because large lectures do not allow for either the application of theory that is so important to your learning, or the ability to practice and develop soft skills, **attendance at labs is COMPULSORY!** Although we strongly recommend that you do not miss labs for any reason - the following rules apply to lab attendance and participation grades.

**Read carefully:**

- You are allowed only one (1) un-validated absence from labs. An un-validated absence means you did NOT attend a "make-up lab" during the same week, or provide supporting documentation to your Professor (*not* your TA) to validate your absence – in extraordinary cases only*.

  *If you must miss a lab due to illness or extenuating circumstances, you will need to provide your Professor (*not* your TA) with documentation (on the Verification of Illness Form, available on the course website, if you are ill) if you want the absence to be considered for exemption from the above absence policy as a validated absence. We strongly recommend that you *still* attend a “make-up lab” during the same week (see below), unless your circumstances extend for the entire week, so that you don’t miss critical course material.

- You are allowed only one (1) ‘make up’ lab. If you must miss a lab and do not want it to count as your un-validated absence, you must attend a different lab in the same academic week (see the course website for a list of labs) and take a Lab Make-up Form (also posted on the course website) to the lab. The TA of that lab will sign the form at the end of the lab and return it to your TA as proof of attendance. Without this documentation you will be marked as absent.

**NOTE:** This “make-up lab” is meant to give you some flexibility in unavoidable circumstances, but should not be used unless absolutely necessary.

You will receive a mark of zero (0) on all lab assignments (45% of your grade) if you have more than 1 un-validated absence or attend more than 1 make-up lab, unless it is validated by your Professor.
You will be assigned a participation mark for your level of preparation and the quality and consistency of your participation in each lab, as explained below, and this mark will be averaged out over the 11 labs (or the number of labs in which you are in attendance). It is important to note that 1 full participation mark will be deducted for each lab that is missed, unless that absence is validated with your Professor**. Therefore, if you have one un-validated absence, and attend one “make-up” lab, you will not be able to attain a participation grade above 8/10. The only way to have an absence excused/validated and not subject to this rule, is to submit your case to your Professor (not your TA) for consideration, as explained above. *Given that grade points are a minimum 3 percentage points apart, that could mean that you will lose an entire grade point.*

**NOTE: Every third (3rd) late will count as an absence from the lab for the purpose of assigning participation grades (you will lose 1 participation mark for every 3rd late), but will not count toward the number of absences allowed.

# Participation Grade / 10

## 5 marks for Preparedness
Assessed through submission of lab preparation and/or quizzes. Read the lab instructions in the lab manual carefully so that you come prepared for each lab (starting in the first lab). The hand-ins will be graded as indicated below. TAs will not give detailed feedback on the hand-ins/quizzes themselves, but marking guidelines will be explained in the lab.

- Excellent = 1 mark
- Acceptable = .5 marks
- Poor/Incomplete = 0 marks

## 5 marks for Contribution – quality and consistency of participation

- WOW = 5 marks – participating consistently, respectfully and with high quality – adding value to the lab discussion
- GREAT = 4.5 marks – participating consistently, usually high quality
- GOOD = 4 marks – reasonably consistent, decent quality
- AVERAGE = 3 marks – reasonably consistent, average quality
- WEAK = 2 mark – inconsistent, lower quality
- POOR = 1 marks – rarely participated, poor quality OR sometimes disengaged, on electronics, or talking while others are talking
- UNACCEPTABLE = 0 marks – did not participate; disruptive and disrespectful OR called out for behaviour

As indicated above, **students who do not prepare for labs and participate in a quality manner on a consistent basis will get a failing grade for participation.**
4. **Extra Resources** – As much as setting high expectations for participation is necessary to prepare you for upper year business courses and the corporate world, we also want to make it clear how important it is for you to take responsibility for your own learning and engage in learning appropriate university level strategies to ensure your success. There are many resources available to you at the university to succeed and we want you to use them. As such, you can **earn up to 2 extra participation marks to a maximum of 10 total marks for participation**, if you take responsibility for your own learning and engage with the resources that are available to help you succeed.

These resources include:

- **Supplemental Instruction (SI):** Each week the SI Learning Assistants will facilitate learning groups where you and your peers will work together to develop ways to learn the material presented in lectures and prepare for exams. SI sessions are free and voluntary. *SI does not replace lectures or labs, however it can significantly enhance your ability to engage, learn and prepare in this course.* For more information visit the website at [www.wlu.ca/study](http://www.wlu.ca/study).

  Participation in SI sessions will count for *0.25 marks each to a maximum of 1 mark total*. We encourage you to participate in as many sessions as possible, but only four (4) *non-review* sessions over 4 different weeks (attending 2 sessions in one week does not qualify) will count toward the extra participation marks. To qualify for the extra participation marks students must participate in the sessions and complete the exercises – simple attendance at the sessions is not sufficient.

- **Success Workshops:** Three workshops have been organized to help you improve your success both in the course and overall in the program. The workshops will take place on select Sundays throughout the term – times and locations to be announced in lectures. The dates and topics are:

  - January 18th – *Strategies for Success* – to reflect on your success so far and work on strategies to improve your grades this semester.
  - February 22nd – *Midterm Success* – to work on strategies for success on the midterm exam.
  - March 22nd – *Finishing Strong* – to work on strategies for finishing the semester on a high note.

  Participation in these workshops will count for *0.5 marks each to a maximum of 1 mark total*. We encourage you to attend all 3 workshops, but only two of the sessions will count toward the extra participation marks. These sessions have been developed, and will be facilitated, by the Manager of Study Skills and SI.

- **Writing Centre Workshops:** The Writing Centre will be offering 2 *Business Writing that Counts* workshops on January 22nd and March 5th – times and locations to be announced in lectures. These workshops will help you develop stronger arguments, written more clearly and concisely, leading to more effective results. Participation in 1 of these workshops will count for *0.5 marks.*
Assessments/Grading:

Your mark will be calculated based on the different assessment tools outlined below. It is your responsibility to ensure that work is of good quality, appropriately referenced, and submitted on time. All work is due in hardcopy BEFORE 12 noon on the due date. **Work submitted late in hardcopy will receive a grade of zero.** In exceptional circumstances you may appeal to your Professor (not your TA) to have your grade included with a late penalty.

All assignments must also be submitted to turnitin.com BEFORE 12 noon on the due date. Work submitted late to turnitin.com will receive a 10% penalty if submitted within the first 72 hours after the deadline, an additional 10% penalty if submitted within the next 24 hours, and a final 10% penalty if submitted within the following 24 hours. **Work that is not submitted to turnitin.com will receive a grade of zero.**

The marks in the course will be divided as follows:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Individual lab assignments/assessments</td>
</tr>
<tr>
<td>30</td>
<td>Team-based lab assignments/assessments</td>
</tr>
<tr>
<td>25</td>
<td>Midterm exam</td>
</tr>
<tr>
<td>30</td>
<td>Final exam (with short case)</td>
</tr>
<tr>
<td><strong>100</strong></td>
<td>Total</td>
</tr>
</tbody>
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15 marks – Individual Lab Assignments/Assessments:

- **5 marks – Pitch**
  Delivered in Lab # 4 – the week of February 2nd

- **10 marks – Participation**
  As outlined under Methodology – Weekly Labs

**NOTE:** Your Teaching Assistant will be providing you with feedback on your participation throughout the term, and in-term participation grades will be posted on the course website. However, students are also expected to take responsibility to check with their Teaching Assistant if they are concerned about their participation marks throughout the semester vs. at the end of the semester.

30 marks – Team-Based* Lab Assignments/Assessments:

- **30 marks total – New Venture Business Plan:**
  - **5 marks – Team Plan and Timeline**
    Due Friday January 30th
  - **7 marks – Business Model Canvas**
    Due Friday February 13th
Groups are required to set up and attend a Progress Meeting with their TA prior to March 6th to show progress on their business plan with respect to research, numbers and structure. Details are included in the project requirements. Pay close attention to the requirements for this meeting. If you fail to meet the requirements you will receive a 10% deduction on your final business plan report.

- **10 marks – Business Plan Report**
  Due Friday March 13th

- **8 marks – Business Plan Presentation**
  Delivered in Labs #10 & #11 – the weeks of March 16th and 23rd

*NOTE*: You will be required to submit individual peer evaluations for all group work. Peer evaluations be submitted on the course website BEFORE 11:59pm on the due date. (The only exception to this is for the business plan presentations – these are due before 11:59pm on March 25th, as per the assignment instructions on the course website.) Peer evaluations submitted late will receive a 10% penalty if submitted within the first 72 hours after the deadline, an additional 10% penalty if submitted within the next 24 hours, and a final 10% penalty if submitted within the following 24 hours. **Peer evaluations that are not submitted will cause the individual concerned (not the group) to receive a grade of zero.**

**Pitch and New Venture Bonus Marks**: For the pitch assignment, the top 2 students in each lab will receive one bonus mark each. For the New Venture presentation, the students in the top group in each lab will receive one bonus mark each.

**55 marks – Exams:**

- **25 marks – Midterm Exam**
  Saturday February 28th 1:30-4:00pm!

- **30 marks – Final Exam**
  Date determined by the registrar’s office.

**NOTE**: In order to achieve a passing grade in this course you must demonstrate that you understand and can apply concepts and theories without the assistance of your peers or instructors. To demonstrate this ability, you **must pass either the midterm or the final exam**. If you fail both the midterm and the final exam you will not receive a passing grade, regardless of your final mark.
NOTE: Students with disabilities or special needs are advised to contact Laurier’s Accessible Learning Centre for information regarding its services and resources. Students are encouraged to review the Calendar for information regarding all services available on campus. If you are unsure what resources are appropriate for you or require any assistance with any type of academic issues, contact the Central Academic Advising Office at www.wlu.ca/academicadvising.

IMPORTANT INFORMATION REGARDING PROCEDURES AND EXPECTATIONS

Academic Misconduct:

• The university and the instructors of this course have strict policies regarding academic misconduct. University expectations are outlined in the university calendar. The course Codes of Conduct are on the front pages of the Lab Manual. Pay particular attention to the discussion of plagiarism, and learn how to properly give credit to the work of others (see the Laurier Writing Centre for assistance if needed). It is your responsibility to become familiar with and adhere to university and course expectations regarding academic integrity, and you will be required to sign a Statement of Academic Integrity to that effect, which will be kept on file in the TA office. Lack of knowledge will not be accepted as an adequate defense for any violations committed.

• As indicated on the Marking Scheme, all work submitted for marking must be submitted both electronically to www.turnitin.com and in hard copy to the TA office, by the due date AND time. Any student who is determined to have engaged in academic misconduct will receive a mark of 0 on the relevant assignment, and potentially an F grade in the course, as well as having the incident noted on his/her permanent academic record at the University.

• You will be required to sign and attach a Personal Work Statement to all hand-in assignments declaring that the work is your own/that of your group. The form can be found on the course website. No marks will be allocated for assignments that do not have this form signed and attached.
Both the midterm and the final exams are CONTROLLED ACCESS exams. Anyone who leaves the exam or lab room without handing back their exam, or who is found to be/have been in possession of a copy of the exam either before or after the exam, will receive a mark of 0 on the exam, and possibly an F grade in the course and/or suspension from the university, as well as having the incident noted on his/her permanent academic record.

Exams:

- There is NO deferred midterm for BU121. In the case of illness or unforeseeable and unavoidable conflicts, you must provide documentation to be approved by your Professor (not your TA). Students should discuss midterm conflicts with their Professor as soon as they are aware of them. In the case of illness, this documentation must be on the Verification of Illness form supplied on the course website – no other documentation will be accepted. This documentation must also be obtained on the day before or the day of the illness, and should indicate that the doctor confirms that you were too ill to write the exam. Those students not writing the regular midterm exam will be required to write a final exam worth 55 percent of their overall mark which will be cumulative in terms of course content.

- Final exam deferrals are arranged through the SBE petitions committee. This committee does not look favourably on petitions for final exam deferrals due to travel commitments – do not book any travel plans until you see the final exam timetable!

Group Work:

- Group work is an important component of your education at the School of Business and Economics, and is taken very seriously. Along with reinforcing your learning, group projects and activities develop skills in cooperation, collaboration, managing group processes and leadership - all essential skills for success in business today. It is therefore expected that all students will actively seek meaningful participation in group activities. Any student not demonstrating commitment to participate and contribute equally in a group exercise may be “fired” from his/her group by the other members, according to the disciplinary procedure posted on the course website. That student will then receive a 0 on the group exercise. You may also be given a 0 on the group exercise at the discretion of your Professor in consultation with your Teaching Assistant.

Student Privacy:

One important goal of this course is to offer a positive educational experience for every student through lectures, in class discussion, group work, presentations and assignments. During the course, it may be necessary to divulge students’ names, ID numbers, marks or other personal information to other members of the class. Every reasonable effort will be made to keep the personal information of the student private and secure. The following measures have been put in place to balance the requirements of the course with the need to protect personal information:
1. Exams and assignments will only be released to the student who submitted them. If a student is uncomfortable with their name being called in class, he or she should contact the instructor and TA the day before the assignment is to be returned.

2. Marks will only be released through our online marks website. They will only be discussed in person with the student, after valid identification has been provided.

3. The individual circumstances or performance of a student will not be discussed before, during or after class. A student wishing to review their performance or discuss personal circumstances affecting their performance should make an appointment to speak to the instructor privately in her office. Because the TA office is a shared workspace, if the student wishes to have a private discussion with a TA, arrangements must be made with the TA in advance.

4. Group work is a necessary component of this course. This will involve disclosure of some personal information to other class members in order to assign topics, arrange groups, submit, evaluate and return work. Enrolment in the course is deemed to be consent to such necessary disclosure.

5. Class participation is a vital component of this course. This may involve the use of class lists, name tags, in class discussion etc. If a student is uncomfortable with his or her name being disclosed in these formats, he or she should bring this matter to the attention of the instructor during the first week of class so that alternate arrangements can be made.

6. To ensure that e-mails are from the student identified, student email will only be responded to if it is from that student’s WLU or UW account. Students should not contact the instructor from any other email.

7. Peer evaluations will be used in this course. These evaluations will be held in confidence and will only be disclosed to the student whose mark is affected. Such disclosure will be in an aggregate form. Individual peer evaluations will not be disclosed. If this is unacceptable to the student, prior alternate arrangements must be made with the instructor.

8. The record of the student’s progress throughout the course will be maintained by the instructor for a period of one year after completion of the course.

9. Sign in sheets will be used to record attendance at the midterm. If a student does not wish to sign the sheet, he or she should bring this fact to the attention of the proctor before the start of the exam.

If a student is concerned or needs to make special arrangements to accommodate specific privacy issues, he or she must bring these matters to the attention of the instructor within the first week of classes so that reasonable accommodations can be made or an alternate course can be selected by the student.
Weekly Schedule

The lecture topics, and related and expected readings and lab assignments for each week are listed below. You are expected to have the indicated readings and/or lab assignments prepared PRIOR to attending lectures and labs. **All materials needed to prepare for labs each week, i.e. readings, cases, exercises, etc. are in the lab manual unless otherwise indicated.**

Week 1 – January 5th – 9th

**Lecture Topics:**
Introduction to Course
Business Models & Canvas

**Readings:**
*It is strongly recommended that you use this relatively slower time at the start of the course to read ahead on the assigned chapters and lab manual readings.*

**Text:**
Introduction
Chapter 1 – Establishing an Effective Management Team

**Lab Manual:**
Code of Conduct for Business Students
*Business Model Generation* by Alexander Osterwalder and Yves Pigneur
  • The Business Model Canvas

This will be a helpful resource for putting together your business model canvas.

**Labs:** NO LABS this week; LABS START next week
Go to [http://www.wlu.ca/sbe/bu121](http://www.wlu.ca/sbe/bu121) to register as per instructions in lecture.

Week 2 – January 11th – 16th

*Complete the DISC and EQi Assessments online using the instructions provided both by your TA and on the course website BEFORE 12 noon on Friday January 16th!*

**NOTE:** Late marks will be applied if the DISC and EQi Assessments are not completed BEFORE 12 noon on Friday January 16th. A .5 mark penalty per assessment will be applied if the assessments are done within the first 72 hours after the deadline, an additional .5 mark penalty if submitted within the next 24 hours, and a final .5 mark penalty if submitted within the following 24 hours = maximum of 3 marks (.5 x 3 late deadlines x 2 assessments) deducted from your grade on the Team Plan and Timeline (deductions will apply to the individual not the team).

Therefore, **failure to do the assessments by the deadline could potentially cost a full grade point.**
Lecture Topics:
Business Planning
Art of the Pitch

Readings:
Text:
Chapter 2 – Writing an Effective Business Plan

Lab Manual:
Public Speaking: A Quick and Easy Way
Individual Pitch Presentation Rubric
What Is a Case? An Introduction to the Case Method
Case Analysis & Write-up: Summary Checklist
Case Analysis: Tools & Tips

Lab #1:
*Bring your signed Statement of Academic Integrity and your Assessment Coupon to the lab!*
Case Analysis and Business Models
- Prepare *Shad – What’s Next for this Juno Award-Winning Artist?* case for discussion according to the guidelines provided in the lab manual.

**NOTE:** Anything that is assigned to prepare for labs may be required for hand in to determine participation grades. Read the instructions for each lab carefully so that you are well prepared.

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**Week 3 – January 18th – 22nd**

*Strategies for Success Workshop – Sunday January 18th – times and locations to be announced.*

Lecture Topics:
DISC and Emotional Intelligence
Business Communication

Readings:
Text:
Chapter 9 – Effective Business Writing – supplementary

Lab Manual:
The Business Case for Emotional Intelligence
Building the Emotional Intelligence of Groups

Lab #2:
DISC/EQi – Teamwork and Leadership
- Read and reflect on your DISC and EQi reports and prepare the exercises as outlined in the lab manual.
- *Bring your assessment reports to the lab.*
Week 4 – January 26th – 30th

New Venture Team Plan and Timeline DUE Before 12 noon on Friday January 30th!

Lecture Topics:
Marketing

Readings:
Text:
Chapter 3 – Marketing: The Customer Focus
Chapter 4 – Creating Marketing Strategies

Lab #3:
Case Writing and Pitching
• Prepare The CEO Who Couldn’t Keep His Foot Out of His Mouth case for discussion according to the guidelines provided in the lab manual.
• Prepare your practice mini-pitch according to the instructions given in Lab #2.
• Prepare the Business Writing Exercises – supplementary

Week 5 – February 2nd – February 6th

Lecture Topics:
Marketing
Cash Breakeven

Lab #4:
Individual Pitches – GOOD LUCK!

Week 6 – February 9th – 13th

Business Model Canvas DUE Before 12 noon on Friday February 13th!

Lecture Topics:
Contribution Analysis
New Venture Financing

Readings:
Text:
Chapter 5 – Finance: Maximizing the Value
Chapter 6 – Financing New Ventures

Lab #5:
Cash Breakeven
Target Market/Positioning
• Complete the Cash Breakeven Exercises
• Prepare *Pete’s Corner Grocery Inc.* case for discussion
• Prepare the *Mountain Man Brewing Company* case for discussion according to the guidelines provided in the lab manual.

**February 16th – 20th – READING WEEK – No classes/labs**

**Week 7 – February 22nd – February 28th**

*Midterm Success Workshop* – Sunday February 22nd – times and locations to be announced.

*MIDTERM EXAM!* – Saturday February 28th 1:30-4:00pm

**Lecture Topics:**
Cash Budgeting and Cash Burn
Midterm Review

**Readings:**
Catch up on all text and lab manual readings to date.

**Lab #6:**
Contribution Analysis
• Complete the Contribution Analysis Exercises
• Prepare *Pete’s Corner Grocery Inc.* case for discussion

**Week 8 – March 2nd – March 6th**

**Lecture Topics:**
Business Valuation
Strategies for Growth/Exit

**Lab #7:**
Cash Budgeting and Cash Burn
• Complete the Cash Budgeting and Cash Burn Exercises
• Prepare *Pete’s Corner Grocery Inc.* case for discussion

**Week 9 – March 9th – 13th**

*New Venture Business Plan DUE Before noon on Friday March 13th!*

**Lecture Topics:**
Negotiating
Operations
Readings:
Text:
Chapter 7 – Achieving World-Class Operations Management

Lab Manual:
Negotiating with Emotion

Lab #8:
Valuation Exercise
Take up Midterm

Week 10 – March 16th – 19th

Lecture Topics:
Sustainability
Human Resources

Readings:
Text:
Chapter 8 – Managing Human Resources and Labour Relations

Lab Manual:
The Business Case for Sustainability

Lab #9:
New Venture Presentations – GOOD LUCK!
Along with presenting your own business plans, you will also be expected to ask insightful questions – participation marks are still being determined.

Week 11 – March 22nd – 28th

Finish Strong Workshop – Sunday March 22nd – times and locations to be announced.

Lecture Topics:
Human Resources
Labour Relations

Lab #10:
New Venture Presentations – GOOD LUCK!
Along with presenting your own business plans, you will also be expected to ask insightful questions – participation marks are still being determined.
Week 12 – March 30th – April 2nd

Lecture Topics:
Labour Relations
Final Exam Review

Lab #11:
Negotiations Exercise