



**GMGT 7110 (A01) (3.0 CH)**  
**BUSINESS AND ITS ENVIRONMENT**  
**Fall 2009**

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**INSTRUCTOR**

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Office Hours: Wednesdays or by appt

**COURSE DESCRIPTION**

GMGT 7110 is a 3.0 credit graduate course in business environmental analysis or scanning. Its aim is to examine the environmental conditions within which a business operates, using and exercising a variety of scanning concepts and techniques.

Environmental scanning is the monitoring and evaluating of information from an organization's external, as well as internal, environments for use in operational and strategic decision-making. Systematic and regular scanning is a critical element to good corporate management, and the firm's long-term health and success. Scanning seeks to identify:

- the aspects of a firm's environment that are most strategically important;
- the level of dependency a firm has on the various environmental factors;
- the nature of change in the environment and how it will potentially affect future firm performance; and,
- future opportunities and threats an organization will likely experience.

GMGT 7110 will concurrently identify and examine major global business environmental factors and trends, while introducing and exercising key analysis tools through case studies.

**COURSE OBJECTIVES**

The course objectives are:

- build an appreciation of industry structure and dynamics, and the interdependence and interaction of a firm within its industry and its political-economic-social-technological (PEST) environment;
- build an appreciation of business environmental trends—their relative magnitude, timelines and potential impacts;

- highlight emerging and competing concepts on sustainable business practices;
- assess and exercise key environmental scanning and future forecasting concepts and techniques;
- identify, assess and use readily available public/free sources of information for analysis; and
- exercise disciplined, critical and transparent analysis.

## **COURSE MATERIALS**

Course Texts:

Bensoussan & Fleisher, Analysis Without Paralysis: 10 Tools to Make Better Strategic Decisions (New Jersey: Pearson Education), 2008.

Micklethwait & Woolridge, The Company: A Short History of a Revolutionary Idea (New York: Random House) 2003.

The Worldwatch Institute, 2008 State of the World: Innovations for a Sustainable Economy, 25<sup>th</sup> Anniversary Edition, (New York: Norton & Co.) 2008.

Class Handouts:

In addition to the course texts, individual case studies and further short readings will be handed out in class.

## **COURSE ASSESSMENT**

Student understanding will be assessed through:

- Class participation – 25 marks;
- Class presentation – 25 marks;
- Class assignment (3000 word industry analysis (± 500 words) – 50 marks.

Final grades will be assigned as follows:

<b>Cumulative Marks</b>	<b>Grade</b>	<b>GPA</b>	<b>Performance</b>
90-100	A+	4.5	Excellent
80-89	A	4.0	Very Good
75-79	B+	3.5	Good
70-74	B	3.0	Satisfactory
65-69	C+	2.5	Marginal
60-64	C	2.0	Unsatisfactory
50-59	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

**ACADEMIC REGULATIONS**

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.

**COURSE SCHEDULE**

GMGT 7110 is made up of ten three-hour Wednesday evening sessions (6:15-9:30 pm). The course will be seminar based, using assigned weekly readings and cases to generate discussion and topic exploration.

Session Descriptions:

FOCUS	PREPARATION
<b>PART ONE—TIMELESS TRUTHS</b>	
<p><b>SESSION 1 – COMPANY PURPOSE &amp; STRUCTURE</b>            This session will focus on the early beginnings of business, and the fundamental characteristics/ components of a company.</p> <p>Discussion topics:</p> <ul style="list-style-type: none"> <li>• History as a source of environmental intelligence</li> <li>• The early beginnings of modern business (3000 BC to 1862)</li> <li>• The Organization Mission</li> </ul>	<p>Read: The Company – Chapters 1-3            Analysis Without Paralysis – Chapter 1</p>
<p><b>SESSION 2 – COMPANIES &amp; INDUSTRY STRUCTURE</b>            This session will focus on the fundamental relationships between a company and its industry environment</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Open System Theory &amp; Environmental Scanning</li> <li>• The emergence of the modern corporation &amp; industry structure (1862-1975)</li> <li>• Classic micro-economic concepts – supply &amp; demand, factors of production, &amp; money</li> <li>• Assigned Case</li> </ul>	<p>Read: The Company – Chapters 4 &amp; 5; and            Analysis Without Paralysis – Chapter 2</p> <p>Prepare Assigned Case</p>

<p><b>SESSION 3 – COMPANIES &amp; ECONOMIES</b> This session will focus on the role and nature of companies in modern economies.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• SWOT Analysis</li> <li>• Planning Horizons</li> <li>• Modern business &amp; economic structure</li> <li>• Assigned Case</li> <li>• Sustainability Issues</li> </ul>	<p>Read: The Company – Chapters 6-8; Analysis Without Paralysis – Chapter 11; and State of the World – Chapter 1 (Seeding the Sustainable Economy)</p> <p>Prepare Assigned Case</p>
<b>PART TWO—CURRENT CONDITIONS ANALYSIS</b>	
<p><b>SESSION 4 – COMPANY ANALYSIS – Mission Value</b> This session will focus on assessing a company’s existing mission and performance.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Growth/Share Portfolio Matrix</li> <li>• Financial Ratio &amp; Statement Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis – Chapter 3; and State of the World – Chapter 2</p> <p>Prepare Assigned Case</p>
<p><b>SESSION 5 – COMPANY ANALYSIS – Resource Value.</b> This session will focus on assessing a company’s internal and external value chains.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Value Chain Analysis</li> <li>• SCM Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis – Chapter 12; SCM Analysis Handout; State of the World – Chapter 3</p> <p>Prepare Assigned Case</p>
<p><b>SESSION 6 – INDUSTRY ANALYSIS – Macro Analysis</b> This session will focus on Michael Porter’s Five Forces Industry Analysis tool.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Five Forces Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis – Chapter 6; Nine Forces Model Handout; State of the World – Chapter 4 (The Challenge of Sustainable Lifestyles)</p> <p>Prepare Assigned Case</p>

<p><b>SESSION 7 – INDUSTRY ANALYSIS – Focused Analysis</b>  This session will focus on analyzing specific elements of an industry environment.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Competitor Analysis</li> <li>• Political Risk Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis - Chapters 4 &amp; 8; and State of the World – Chapter 10  Prepare Assigned Case</p>
<b>PART THREE—FUTURE FORECASTING</b>	
<p><b>SESSION 8 – EXPLORING EMERGING REALITIES</b>  This session will focus on the analysis of political-economic-social-technological trends, and their longer timelines.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Emerging Issue Analysis</li> <li>• Macro-environmental Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis - Chapters 7 &amp; 10; State of the World – Chapter 11  Prepare Assigned Case</p>
<p><b>SESSION 9 – THE ART OF THE LONG VIEW</b>  This session will focus on distant future analysis and forecasting.</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Scenario Planning</li> <li>• Wargaming</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Analysis Without Paralysis - Chapter 9; Wargaming Handout; State of the World – Chapter 12  Prepare Assigned Case</p>
<p><b>SESSION 10 – SEEING BEYOND TOMORROW</b>  This session will focus on  Class Objectives</p> <p>Discussion Topics:</p> <ul style="list-style-type: none"> <li>• Tomorrow’s Disruptive Technologies</li> <li>• International Futures Analysis</li> <li>• Assigned Case</li> <li>• Sustainability Alternatives</li> </ul>	<p>Read: Technology Forecasting Handout; International Futures Handout; State of the World – Chapter 14  Prepare Assigned Case</p>



## ACADEMIC INTEGRITY

I.H. Asper School of Business. The University of Manitoba

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It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure 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 specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean's office in order to ensure consistency of treatment.



## MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business, The University of Manitoba

### STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

### TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p><b>To the attention of the physician:</b> Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p><b>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</b></p>		
<p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____	_____	
Physician's Signature	Date	

### NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

### NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.



## FACULTY BIOGRAPHY

I.H. Asper School of Business, The University of Manitoba

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### **Stephen L. James, BSc, BA, MA, MBA, CMA**

Executive Director, Asper MBA

I.H. Asper School of Business

Steve was born and raised in Vancouver, BC. He joined the Canadian Forces in 1973, earning his BSc (Physics) and BA (History), and his pilot wings over the next ten years. In 1987, as a Major, he was selected for PG training, and spent the following two years at the Royal Military College and Queens focusing his studies on international relations and defence policy. In 1989, he became a defence planner and spent the following six years examining Canada's changing security environment, participating in a variety of future studies and national policy reviews.

In 1995, Steve left the military to once again further his education, receiving in 1996 an MBA, as well as a Certificate in Public Sector Management, from the University of Manitoba. In the years following, he undertook several strategic planning and change management assignments as an aerospace and defence consultant. In 2001, Mr. James assumed his current position at I.H. Asper School of Business where he oversees the School's MBA and participates in the School's undergraduate and executive programs. He teaches in the areas of business strategy, business-government relations, and international business. He is a Certified Management Accountant, as well as a Research Fellow at the University's Centre for Defence and Security Studies. He regularly writes on Canadian security and aerospace issues, recently co-authoring, with Dr. James Fergusson, a *Report on Canada, National Security and Outer Space* in 2007.