



School of Business and Leadership
BUS 270 - CRN 10209
Business Policy
Term: Fall 2026
Number of Credits: 3

Course Outline

INSTRUCTORS: Alex Garcia, PhD, Ninad Dhawle, PhD

CLASSROOM: A2404

TIME: Tuesday & Thursday 1:00 PM - 2:20 PM

DATES: Sept. 1 to Dec. 3, 2026.

E-MAIL: agarcia@yukonu.ca, ninad.dhawle@yukonu.ca

COURSE DESCRIPTION

A business policy course is - essentially - a course in general management. The general manager in an organization is responsible for the direction and performance of the entire organization. Among their main tasks are the development of a strategic plan for the organization, the allocation of scarce resources in the face of uncertainty, the integration of the different components of the organization, and the motivation of employees so that the objectives of the organization are met.

General managers exist in both private and public sector organizations, and they are responsible for organizational units that vary in size from large corporations to smaller divisions and individual businesses.

The primary emphasis in this course will be on strategy. An important task for the student - in the role of a general manager - will be to develop various strategies in order to compete¹ successfully with other organizations. Organizational strategy will determine the survival, growth and profitability of the organization as a whole. Strategic management is the process through which strategic decisions are made and implemented.

This policy course is divided into twelve sections, as is the accompanying case book edited by Paul Beamish. The case groupings in the eleventh edition of the Beamish text are somewhat different than the case groupings in earlier editions of the text. The first six sections explore the need for organizational strategy and describe its central place in the organization. The role a general manager plays in the formulation of organizational strategy is also examined. The formulation of individual business and corporate strategies will be examined through the extensive use of case studies.

The final six sections of the course deal more with the implementation of organizational strategy than its formulation. A key component in this latter section of the course will be the management of organizational change.

¹ Bias toward competition is common in business, whereas cooperation is a valid strategic orientation.

COURSE REQUIREMENTS

Prerequisite(s): Successful completion of Year 1 of the diploma/degree; Corporate Finance or Managerial Accounting

EQUIVALENCY OR TRANSFERABILITY

Receiving institutions determine course transferability. Find further information at:

<https://www.yukonu.ca/admissions/transfer-credit>

LEARNING OUTCOMES

Upon successful completion of the course, students will be able to:

1. Demonstrate an understanding of the strategic management process,
2. Demonstrate a method for analysing strategic decisions, and apply it in different circumstances,
3. Identify the strengths and weaknesses of organizations and organizational personnel,
4. Assess organizational resources to determine if they are adequate to achieve specific objectives,
5. Choose among alternative actions, select the means of implementation and recommend a defensible plan of action.
6. Develop an appreciation for the political, social, and interpersonal processes occurring within organizations, and understand their impact on strategy formulation, and
7. Demonstrate skill in communicating arguments and conclusions in both oral and written form.

COURSE FORMAT

Weekly breakdown of instructional hours

Approximately 1.5 hours of lecture and 1.5 hours of discussion and student presentations per week, depending on enrollment. This course is designed to require an additional six hours per week for further reading, assignments, study, reflection, and review; this will vary by student experience, ability, and desired level of mastery.

Delivery format

This is an in-person course; students will need access to a device capable of word processing and an internet connection to access the course website.

EVALUATION

Assignments	45%
Presentation(s)	25%
Participation	25%
Reflection	5%
Total	100%

Assignments

Three written case assignments, each contributing 15% of the course grade. All three written assignments must be completed to obtain credit in BUS 270.

Presentations

Two or more presentations on assigned topics, contributing a total of 25% of the course grade.

Participation

Attendance and engagement (10%) and assigned reflections (15%) will contribute 25% of the final grade.

Final reflection

An assigned 1-2 page final reflection will contribute 5% of the final grade.

COURSE WITHDRAWAL INFORMATION

Refer to the YukonU website for important dates.

TEXTBOOKS & LEARNING MATERIALS

Optional² textbook: Beamish, Paul W. (2015). *Cases in Strategic Management* (11th Edition): McGraw-Hill Ryerson.

Supplementary materials will be provided or are to be sought out by students.

ACADEMIC INTEGRITY

Students are expected to contribute toward a positive and supportive environment and are required to conduct themselves in a responsible manner. Academic misconduct includes all forms of academic dishonesty such as cheating, plagiarism, fabrication, fraud, deceit, using the work of others without their permission, aiding other students in committing academic offences, misrepresenting academic assignments prepared by others as one's own, or any other forms of academic dishonesty including falsification of any information on any Yukon University document.

Please refer to Academic Regulations & Procedures for further details about academic standing and student rights and responsibilities.

ACADEMIC ACCOMMODATION

Reasonable accommodations are available for students requiring an academic accommodation to fully participate in this class. These accommodations are available for students with a documented disability, chronic condition or any other grounds specified in section 8.0 of the Yukon University Academic Regulations (available on the Yukon University website). It is the student's responsibility to seek these accommodations by contacting the Learning Assistance Centre (LAC): LearningAssistanceCentre@yukonu.ca.

² Available for short-term loan at the reserve desk.

TOPIC OUTLINE³

Session	Topic
Week 1 (Sept 5)	Introduction
Week 2 (Sept 10 + 12)	Colonial and Decolonial Strategies
Week 3 (Sept 17 + 19)	<i>Case 1: A Social Enterprise</i>
Week 4 (Sept 24 + 26)	Laws and Structures
Week 5 (Oct 1 + 3)	Money and Value
Week 6 (Oct 8 + 10)	Case 1 Presentations
Week 7 (Oct 15 +17)	Reading week
Week 8 (Oct 22 + 24)	<i>Case 2: A Changing Economy</i>
Week 9 (Oct 29 + 31)	Modern Monetary Theory
Week 10 (Nov 5 +7)	Growth and “Degrowth”
Week 11 (Nov 12 + 14)	Case 2 Presentations
Week 12 (Nov 19 + 21)	<i>Case 3: Expansion</i>
Week 13 (Nov 26 +28)	Mergers and Acquisitions
Week 13 (Dec 3 +5)	Managing Change

Note: **Bold** indicates student presentations, depending on enrollment; *italics* indicates case assignment.

³ Subject to change
www.yukonu.ca