

Course Outline

Business in a Changing World - BA291: Section 046401

Semester:	Semester 2/2025 (January 5 – May 2, 2026)
Number of credits:	3 credits
Instructor:	Dr. Hugh Patrick O’Connell E-mail: hugh@planit.co.th Office hours: by appointment
Class Schedule:	Monday, 13.00 - 16.00 hrs.
Class Room:	202, 2nd floor, Faculty of Economics
Prerequisites:	None

Course Description:

Study the role of business in creating business value for sustainable success. Analyse stakeholder relationships, business environment, the collaborative elements of business including accounting, finance, marketing, production and operation, human resources, strategic management, entrepreneurship, and business ethics, in the changing world. Basic business concepts in different fields are integrated together through the implementation of business project.

Course Objectives:

- Develop a comprehensive understanding of the fundamental concepts and principles of business in a global context.
- Analyse the impact of environmental factors such as globalization, technology, and economic policies on business operations and strategies.
- Evaluate the role of cultural and institutional frameworks in shaping business practices across different regions.
- Examine organizational structures, management styles, and leadership approaches in modern businesses.
- Understand the importance of strategic planning and its implementation in achieving business goals.
- Explore the ethical considerations, sustainability practices, and corporate social responsibility initiatives in contemporary business environments.
- Gain insights into key business functions including innovation, operations, marketing, human resource management, and finance.
- Develop critical thinking and analytical skills to address complex business challenges and make informed decisions in various business scenarios.

Teaching Materials and Resources:

Required textbook and reading:

Business in Context Paperback 8th Edition Cengage by David Needle and Jane Burns

Week	Date	Chapter Title
1	5 Jan 2026	The Concept of Business in Context
		PART I. THE ENVIRONMENTAL CONTEXT
2	12 Jan 2026	Globalization
3	19 Jan 2026	The Environment and Business: the Economy and the State
4	26 Jan 2026	The Environment and Business: Technology and Labour
5	2 Feb 2026	Cultural and Institutional Frameworks
		PART II. ORGANIZATIONAL AND STRATEGIC CONTEXTS
6	9 Feb 2026	Organizational Aspects of Business
7	16 Feb 2026	Management and Leadership
8	23 Feb 2026	Midterm (No Class) – No Examination
9	2 Mar 2026	Strategy
10	9 Mar 2026	Business Ethics, Sustainability and Corporate Social Responsibility
		PART III. THE ACTIVITIES CONTEXT
11	16 Mar 2026	Innovation
12	23 Mar 2026	Operations
13	30 Mar 2026	Marketing
14	6 Apr 2026*	Human Resource Management
15	13 Apr 2026*	Finance and Accounting
16	20 Apr 2026	Review and presentations
	TBA	Final Examination

Expected Learning Outcomes

1. Morality and Ethics

Applicability	Expected Learning Outcomes	Evaluation Method
N/A	1. Possess honesty, sacrifice, self-social, and environmental responsibility.	
N/A	2. Value “sufficiency” theory and adapt it in life path by adhering to adequacy, rationale, and immunity development.	
●	3. Value disciplines, respect, and comply with the rules and regulations of the institution and society at large.	Students' understanding and application of ethical principles will be assessed through a combination of exams and quizzes featuring ethical scenarios, assignments and projects that explore ethical issues within their field, case studies involving real-life ethical problems, and participation in class discussions on moral topics. These methods will evaluate their ability to analyze, propose solutions, and articulate ethical viewpoints.
N/A	4. Acquire knowledge related to business morality and ethics, and be able to handle ethical dilemma with integrity.	

2. Knowledge

Applicability	Expected Learning Outcomes	Evaluation Method
N/A	1. Acquire knowledge on and understand the important concepts in business management.	

N/A	2. Acquire knowledge on and understand the important social and science concepts related to business management.	
●	3. Acquire knowledge on and understand the important concepts related to business processes, planning, corporate structures, operations, control, performance evaluation and contingency plan to suit the circumstances.	Students' comprehension of key business concepts will be assessed through exams and quizzes covering essential topics, assignments and projects that require in-depth analysis and application of these concepts, case studies to evaluate their problem-solving skills in practical scenarios, and presentations and group work to gauge their understanding and collaborative abilities.
N/A	4. Acquire the knowledge on academic advancement and professional development in business management including the understanding of the situational adaptability and its impacts on business.	

3. Intellectual Development

Applicability	Expected Learning Outcomes	Evaluation Method
N/A	1. Be able to search and process information and utilize various concepts appropriately in a given circumstance in order to obtain relevant information to benefit in the rapidly changing business environment.	

●	2. Be able to think systematically, rationally and creatively and to integrate knowledge from other disciplines to solve the problems in business and other settings.	Students' ability to think systematically, rationally, and creatively will be assessed through problem-solving assignments that require the integration of interdisciplinary knowledge, creative projects and innovation challenges, interdisciplinary case studies, research papers and essays demanding critical thinking and synthesis, and participation in class discussions and debates on complex topics.
N/A	3. Be able to collectively propose solutions to problems at hand and analyze the impacts of the proposed solutions and be able to choose the solution that is appropriate to a given situation to ensure business competitive advantages.	

4. Interpersonal Skills and Responsibilities

Applicability	Expected Learning Outcomes	Evaluation Method
N/A	1. Be able to work in team, possess interpersonal skills and leadership skills, and be professionally adaptive to a given situation.	
●	2. Be creative and constructively criticize to solve problem of the team.	Students' ability to engage in creative problem-solving and provide constructive criticism within a team will be assessed through group projects and collaborative assignments, peer evaluations focusing on their

		contributions and feedback skills, and team-based simulations and role-playing activities that mimic real-world scenarios.
N/A	3. Be responsible in lifelong learning to develop self and professional career.	

5. Quantitative Analysis, Communication and Information Technology

Applicability	Expected Learning Outcomes	Evaluation Method
N/A	1. Be able to apply mathematics, statistics, quantitative analysis in analyzing and making decisions in business and daily life.	
N/A	2. Be able to efficiently communicate in Thai and foreign languages that are relevant in doing Business.	
●	3. Be able to explain the issues and make the issues clear in verbal or writing, and be able to choose the appropriate pattern of communication for different groups of audience both in business context and in other contexts.	Students' ability to communicate issues effectively will be assessed through written reports and essays that evaluate clarity and appropriateness for different audiences, verbal presentations to gauge their articulation skills, case studies requiring written and verbal analysis, group discussions and debates to assess verbal communication abilities, and projects utilizing information technology tools to enhance communication and clarity.

N/A	4. Be able to utilize the information technologies or others to support the business operations.	
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Remark: ● Primary expected outcome ○ Secondary expected

Learning Management and Evaluation:

Course Learning Outcomes (CLOs)

Upon completion of this course, students will be able to:

CLO 1 (K1, C2): Explain essential principles and concepts of business administration and analyze how global and societal trends impact modern business operations.

CLO 2 (S2, C2): Apply systematic, logical, and creative thinking to solve business problems by integrating knowledge across professional disciplines.

CLO 3 (E2, S2): Demonstrate discipline and ethical reasoning by applying theoretical frameworks to resolve real-world business dilemmas in the Thai context.

CLO	Learning Management	Evaluation
CLO 1	Lectures on globalization, organizational aspects, and management.	Weekly Moodle quizzes and Final Essay Examination.
CLO 2	Sustainable Thai Enterprise Project (Group) and market analysis workshops.	Group Project Report and Presentation.
CLO 3	Case studies on business ethics and AI-assisted research labs.	Individual Reflection Assignment and class discussions.

Learning Assessment Plan

CLO	Methods of Learning Assessment	Assessment Week	Proportion of Assessment
CLO 1	Weekly Quizzes / Class Participation	Weeks 1-15	0%
CLO 3	Individual Assignment (Ethical Reflection)	Week 8	25%
CLO 2	Group Project (Sustainable Enterprise)	Week 16	25%
CLO 1	Final Examination (Essay)	TBA	50%

Policy on attendance and class participation:

Attendance, attitude, and preparation are important. Positive contributions to the class can provide rich reciprocal learning experiences. The right attitude means: a desire and willingness to study and learn, preparation as directed, and putting forth effort even when it may be inconvenient or difficult. It also means: being ready to answer questions when called upon, volunteering answer to questions or asking questions and actively listening to the instructor and other class members.

Grading:

Assignment 1 - Individual	25%
Assignment 2 - Group	25%
Final Examination	50%
	100%

After-class quizzes:

These quizzes, available weekly on Moodle, are intended to give you a review of lesson learnt each week. They should be completed by midnight of the 7th day of the following week (Usually Sunday).

Note that marks will be deducted for non-participation or failure to follow instructions

The Format of the final examination is "essay." The time for the examination will be 3 hours.

Individual Assignment: Ethical Decision-Making in Business Using AI

Due date: Monday, Feb 23, 2026 Word count: 1,500 words (+/- 10%) Submission: Submit as a single PDF document via Moodle.

Objective

To reflect on ethical decision-making in business and to explore how AI tools can be used to assist in evaluating complex ethical dilemmas, while recognizing the indispensability of human judgment.

Assignment Description

Students will select a real-world ethical dilemma faced by a company operating within Thailand. This focus requires dedicated research into local context and business practices. Using a combination of traditional research methods and modern AI tools, you will analyze the situation from multiple ethical perspectives and develop a well-reasoned reflection on the case.

Assignment Steps & Report Structure

Your final report should follow the structure outlined below.

1. Introduction: The Ethical Dilemma in Thailand (Suggested word count: ~150 words)

- Select and briefly describe a real-world ethical dilemma faced by a specific company in Thailand within the last 5-10 years (e.g., environmental issues, labor practices, consumer rights, data privacy).
- Clearly state the core ethical question or conflict within its local context.

2. Stakeholder and Situational Analysis (Suggested word count: ~250 words)

- Identify all key stakeholders (internal and external) and explain how they were affected by the situation.
- Outline the key facts, the timeline of events, and the final decision or outcome if one was reached.

3. Ethical Framework Analysis (Suggested word count: ~400 words)

- Apply at least two ethical theories or frameworks discussed in the course (e.g., Utilitarianism, Deontology, Virtue Ethics) to analyze the dilemma.
- Discuss the potential courses of action and their consequences from the perspective of each framework. What would each framework suggest is the "right" thing to do?

4. AI-Assisted Research and Critical Reflection (Suggested word count: ~400 words)

- Describe how you used at least three different AI tools to assist in your research and analysis.
- Provide a critical evaluation of the overall process of using AI for ethical inquiry.
- Crucially, provide a specific evaluation for each of the three tools used. For each tool, discuss its strengths, weaknesses, and any potential biases or inaccuracies you identified in its output. How did you verify the information provided by each AI?
- Discuss why human oversight and critical judgment are essential when using these tools.

5. Personal Reflection and Conclusion (Suggested word count: ~300 words)

- Based on your analysis, what do you believe would have been the most ethical course of action for the company? Justify your position, explaining which factors and stakeholder interests you would prioritize.
- Conclude with a brief reflection on how this exercise has shaped your understanding of ethical leadership and decision-making in the modern business landscape.

Submission Requirements

- **Cover Page:** Include your name, student ID, course title (BA291), and assignment title.
- **Citations:** Use a consistent citation style (e.g., APA 7th Edition) for all sources, including academic articles, news reports, and company documents.
- **Appendix: AI Interaction Log:**
 - List the specific AI tools you used.
 - Include a small, representative sample of 2-3 key prompts you used for each tool and the corresponding AI-generated responses. This does not count towards the final word count.

Group Assignment: Sustainable Thai Enterprise Project

Due date: TBA Word count: 3,000 words (+/- 10%) Submission: Submit as a single PDF document via Moodle.

Objective

To collaboratively apply core business principles to develop a comprehensive, viable, and sustainable business strategy that addresses a specific social, environmental, or economic challenge currently facing Thailand.

Assignment Description

Your group will identify a significant challenge in Thailand and design a social enterprise or sustainable business to tackle it. This project moves beyond a hypothetical startup to a purpose-driven venture grounded in real-world needs. Your plan must be practical, innovative, and demonstrate a deep understanding of the Thai business context, its stakeholders, and the principles of sustainable development.

Groups are encouraged to select a challenge they are passionate about. Possible areas include (but are not limited to):

- **Environmental Sustainability:** Plastic waste reduction, circular economy models, sustainable tourism, clean energy solutions, or conservation efforts.
- **Social Equity:** Addressing the needs of an aging population, improving access to education or healthcare, creating opportunities for marginalized communities.
- **Economic Development:** Modernizing agriculture, supporting local artisans, promoting financial literacy, or developing smart city solutions.

Report Structure & Key Sections

Your final report should be structured as a professional business plan.

1. Executive Summary (~200 words)

- A concise overview of the problem, your proposed enterprise, its mission, key objectives, and expected impact. This should be written last but placed first.

2. Problem Analysis & Opportunity (~400 words)

- Clearly define the specific social, environmental, or economic problem in Thailand that your enterprise will address.
- Use data and research to demonstrate the scale and significance of the problem.
- Explain why this problem represents a viable opportunity for a new sustainable enterprise.

3. The Proposed Enterprise: Vision, Mission, and Impact (~300 words)

- Introduce your enterprise. What is its name? What is its legal structure (e.g., for-profit with B-Corp certification, social enterprise, cooperative)?
- State your vision (the long-term change you want to see) and mission (what your organization does).
- Define your specific, measurable, achievable, relevant, and time-bound (SMART) goals for both business success and social/environmental impact.

4. Market and Stakeholder Analysis (~500 words)

- Analyze the target market for your product or service.
- Identify and analyze key stakeholders, including beneficiaries, customers, competitors, partners, and potential regulators.
- Explain how your enterprise will create unique value for its customers and beneficiaries.

5. Operations and Marketing Plan (~600 words)

- Operations: Describe the key operational activities. How will you deliver your product or service? What resources (technology, people, supply chain) are needed?
- Marketing & Community Engagement: Outline your strategy for reaching your target market and building community support. How will you communicate your mission and impact?

6. Financial Plan & Sustainability Model (~500 words)

- Provide a realistic financial forecast, including startup costs, key revenue streams, and major expenses.

- Explain how the enterprise will achieve financial sustainability over the long term. Will it rely on sales, grants, investment, or a hybrid model?
- Include a break-even analysis.

7. Ethical, Social, and Environmental Impact Assessment (~300 words)

- Go beyond general CSR. Detail how you will measure and report on your specific social and environmental impact goals.
- Discuss any potential negative externalities or ethical challenges your enterprise might face and how you plan to mitigate them.

8. Conclusion (~200 words)

- Summarize the key strengths of your business plan and reiterate its potential to create lasting positive change in Thailand.

Submission Requirements

- **Cover Page:** Include the project title, group members' names, course title, and submission date.
- **AI Usage:** You are encouraged to use AI tools for research, brainstorming, and data analysis. In your appendix, you must list the AI tools used and briefly describe how they contributed to your project.
- **Citations:** Use a consistent citation style (e.g., APA 7th Edition) for all data and sources.
- **Appendices (Optional):** Can include detailed financial tables, mock-ups, or other supporting documents.

Remark

**ACADEMIC CALENDAR & HOLIDAY
SEMESTER 2/2025**

Semester 2/2025 (January 5 - May 2, 2026)	
Enrollment by import quota (Confirm quota Via REG TU) (*ID.65 - 68)	December 1 - 4, 2025
Tuition Fee Payment Period (Via TU Greets App) (*ID.65 - 67)	December 1, 2025 - January 2, 2026
Classes Begin	January 5, 2026
Add-drop period (Via REG TU) (All *ID)	January 5 - 18, 2026 <i>(from 9.00 AM of January 5 to 10.30 PM of January 18)</i>
Tuition Fee Payment Period (Via TU Greets App) (For Students who add-drop courses) (All *ID)	January 5 - 19, 2026 <i>(from 9.00 AM of January 5 to 10.30 PM of January 19)</i>
Withdrawal period with "W" on record	January 19 - March 15, 2026 <i>(from 9.00 AM of January 19 to 10.30 PM of March 15)</i>
Mid-term Examination Period	February 22 - 28, 2026
<i>Makha Bucha Day *</i>	<i>March 3, 2026</i>
Special Withdrawal with "W" on record	March 16 - April 20, 2026
<i>King Rama I Memorial and Chakri Day*</i>	<i>April 6, 2026</i>
<i>Songkran Festival Day*</i>	<i>April 13 - 18, 2026</i>
Last day of class for Semester 2/2025	May 2, 2026
<i>Royal Ploughing Ceremony*</i>	<i>May 11, 2026</i>
Final exam period	May 5 - 19, 2026
Submitting Forms for Degree Conferral (ID.64-65)	January 5 - 18, 2026

Remark * Holiday, No classes during this period
Updated: October 22, 2025