

COURSE OUTLINE		
TERM: Spring 2019	COURSE NO: NABU 470	
INSTRUCTOR:	COURSE TITLE: North American Business Policy and Strategy	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3.0
OFFICE HOURS:		
COURSE WEBSITE: moodle.capilanou.ca		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

COURSE FORMAT

Instructional hours: one 3-hour interactive class per week x 13 weeks and a 2- week final exam period. This course requires permanent participation in online forums, online communication, assignments, in-class work, and additional research.

Fourth-hour activities: coaching team meetings with the instructor, team meetings, and some additional research.

Students are expected to come to class prepared for discussions and in-class assignments. Students are also expected to bring concepts and resources from other courses previously.

Please consider using one or more of the student success workshops found at <http://www.capilanou.ca/counselling/Student-Success-Workshops/> or an activity tied to the writing centre <http://www.capilanou.ca/writing-centre/>

COURSE PREREQUISITES

CMNS 305 and 6 NABU credits

CALENDAR DESCRIPTION

The primary course objective is to acquaint students with the process of developing a business strategy and how to implement that strategy while diverse international business practices are compared. Students must be able to integrate the knowledge and skills they have learned in other NABU courses in areas such as leadership, cross-cultural topics, project management, cross-border HR, North American law and finance, etc.

REQUIRED TEXTS AND/OR RESOURCES

No specific textbook is required for this course. Instead, students will buy from Ivey Publishing a list of case studies and readings. Students are expected to use the university's library online and hard copy materials as well as web resources and materials from previous business courses.

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to do the following:

General Outcomes: The primary course objective is to acquaint students with the process of developing a business strategy and how to implement that strategy while diverse international business practices are compared. Students must be able to integrate the knowledge and skills they have learned in other NABU courses in areas such as leadership, cross-cultural topics, project management, cross-border HR, North American law and finance, etc.

Specific Student Outcomes: Upon successful completion of this course, students will be able to demonstrate competence in the following abilities and skills:

Ability	Learning Outcome	Levels
Communications	C1. Utilize effective communication skills to engage in active online and face-to-face relevant discussions	3 ⇔ 5
	C2. Make comprehensive oral presentations during class on topics of interest, current events, and case studies.	3 ⇔ 5
	C3. Plan and conduct strategic planning analysis and discussions.	3 ⇔ 5
	C4. Use effective business communication to present research, analysis and findings.	3 ⇔ 5
Analysis and Decision Making	A1. Understand strategic management models, its components and processes in the context of cross-cultural business.	3 ⇔ 5
	A2. Understand the relationship between strategic management and business and corporate objectives and strategies.	3 ⇔ 5
	A3. Analyze business cases using strategic management models to apply the theoretical concepts to real business situations.	3 ⇔ 5
	A4. Make business decisions based on strategic management analysis.	3 ⇔ 5
	A5. Conduct high level business analysis and strategic alignment.	3 ⇔ 5
Social Interaction	S1. Use a collaborative approach to problem-solving and situational analysis in classroom and online activities.	3 ⇔ 5
	S2. Use a team approach to managing all of the dimensions of the expectations of the course.	3 ⇔ 5
Citizenship, Sustainability and Global Perspective	G1. Understand the dimensions of social impact on business situations from a wide variety of perspectives and at a very high analytical level.	3 ⇔ 5
	G2. Integrate social and global perspectives into situational analysis and decision-making.	3 ⇔ 5
	G3. Understand and assess sustainable options within organizational contexts, decisions and business practices	3 ⇔ 5

**See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six “Levels” of Comprehension.*

COURSE CONTENT

Week	Date	Offline Activity (In Class)	Online Activity & Deadlines
1		Course introduction, tools, fundamentals and resources reviewed. Assignment overview Instructor's expectations Case Study Method	Self-orientation to website Review assignments
2		Group formation, dates for facilitations and other assignments. Strategic management review. Case analysis	
3		Review of various subjects related to strategic management.	Practice Case Study Participation in online forum #1
4		Review of various subjects related to strategic management. Reading 1: class discussion	Participation in online forum #1 Reading 1
5		Case facilitation: #1 (see schedule)	Participation in online forum #1
6		Case facilitation: #2 (see schedule)	Forum #1 closes BRIEFING PAPER 1 DUE (10%) Participation in online forum #2
7		Case facilitation: #3 (see schedule) Reading 2: class discussion	Participation in online forum #2 Reading 2
8		Case Facilitation: #4 (see schedule)	Forum #2 closes
9		Case Facilitation: #5 (see schedule)	BRIEFING PAPER 2 DUE (10%)
10		Case Facilitation: #6 (see schedule)	
11		Case facilitation: #7 (see schedule)	Participation in online forum #3
12		Case facilitation: #8 (see schedule)	Participation in online forum #3
13		Case facilitation: #9 (see schedule)	Forum #3 Closes WRITTEN CASE REPORT DUE
14-15		Final Exam Period	

Please note: The above schedule is an estimate only. Changes will be made at the discretion of the instructor. Please attend class to ensure you are prepared for all graded assignments, cases, and quizzes.

EVALUATION PROFILE

Assessment	% of Final Grade	Individual/ Group	CAPabilities			
			Communications	Analysis & Decision Making	Social Interaction	Citizenship, Sustainability and Global
Briefings (2X10%)	20%	I	X	X		X
Case Facilitation (10% + 5%)	15%	G	X	X	X	X
Strategic Planning Activity: Case Analysis	20%	G	X	X	X	X
Evaluation Activities: In class participation and preparedness	5%	I	X	X	X	
Written Case Report	20%	I	X	X		
Assignments & Quizzes (4X5%)	20%	I	X	X		X
Total	100%					

Detailed descriptions and criteria for evaluation of course assessments will be made available on the course Moodle site.

GRADING PROFILE

A+	=	90-100	B+	=	77-79	C+	=	67-69	D	=	50-59
A	=	85-89	B	=	73-76	C	=	63-66	F	=	0-49
A-	=	80-84	B-	=	70-72	C-	=	60-62			

Incomplete Grades

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.

Late Assignments

All quizzes, assignments and the due date of each quiz and assignment are posted online with Publisher’s Connect Website. It is student’s responsibility to accomplish those quizzes and assignments on-line in time.

Other homework assignments are due at the **start of class** on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.

Missed Exams/Quizzes/Labs etc.

Missed assessments that are documented in the course outline cannot be made up unless medical documentation is provided as reason for missing the assessment, according to the School of Business policies.

Attendance

Due to the nature and design of this course, regular attendance and punctuality are crucial. Up to 2% of the final mark will be assigned based on regular attendance and positive participation in class.

English Usage

All assignments are marked for correct English usage, proofreading and formatting.

The School of Business requires a professional presentation standard in business writing. *If the assignment is not up to University/University standard, it may not be graded. Visit the Writing Centre, 4th floor Fir if needed.*

Electronic Devices

Electronic devices can only be used in the classroom to support in-class activities. The instructor may request the students to turn off all electronic devices at any time. Please let the instructor know if you need to be considered for an exception. Please note the use of programmable items such as calculators, dictionaries etc. is forbidden during tests, quizzes, and exams. Cell phones are not to be brought to any test, quiz, or exam.

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or Moodle; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS

Tools for Success

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <http://www.capilanou.ca/services/>

Capilano University Security: download the [CapU Mobile Safety App](#)

Policy Statement (S2009-06)

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy S2017-05 for more information: <http://www.capilanou.ca/about/governance/policies/Policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;

- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including [B.401 Sexual Violence and Misconduct Policy](#) and [B.401.1 Sexual Violence and Misconduct Procedure](#).

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.

SCHOOL OF BUSINESS OPERATIONAL DETAILS

Professional Behaviour

Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

Examination and Pivotal Presentation Exemption Policy

All students are required to appear and write their scheduled mid-term and final examinations, and to produce, by the assigned date, all pivotal presentations, individual and/or group, unless they meet one of the following criteria:

“Medical Exemption” will be considered, if: within the ten calendar days prior to a mid-term or final examination, or within ten days of a pivotal presentation, a student falls ill or is injured.

“Falling ill” is defined as being formally advised by a physician of the need to isolate oneself for the purpose of preventing communication of disease or infection to others; being advised by a physician of compromised immunity that requires isolating oneself from contact with others to prevent communication of disease or infection to themselves, or; being in a physical state of health which so compromises a student’s ability to function, physically or cognitatively, during the ten days prior to the examination or presentation date.

“Injury”, for the purpose of Exemption, is defined as sudden, unanticipated physical harm that renders the applicant physically incapable of attending campus or, in such physical distress that the student is specifically advised by their physician to abstain from appearing at their examination or presentation. Students who are prescribed medication(s) to treat their injury and who believe that the medication(s) may be impairing their ability to successfully prepare for or write their examination or presentation may provide written evidence of their concerns as verified by their physician.

“Catastrophic Personal Loss Exemption” will be considered, if: events occur in the student’s life that are of such scope as to sufficiently distract a student from the examination or presentation preparation period, or from appearing at or adequately focusing on, the scheduled examination or presentation itself. This could include; loss of housing due to eviction, flood or fire; or death of an immediate family member * (defined as a sibling, parent or grandparent, child, partner or spouse, parent or step-parent, aunt, uncle, niece, or nephew and first cousins.) Immediate family member does not include general acquaintances. Circumstances that may qualify as a personal loss could also include an immediate family member being diagnosed with a significantly life-altering or life-threatening illness or injury.

In all of the above scenarios, a physician’s letter or other specifically requested documentation must be provided to satisfy the Instructor as to the validity of the claim. If an instructor agrees with the request for Exemption, the request for must be presented by the instructor to their Unit Convenor for consideration and his/her approval. No request for Exemption will be considered approved by virtue of submission, and will remain as merely “under consideration” until approved or rejected by the Unit Convenor. A student applying for an exemption for a specific section which is instructed by the Unit Convenor will have their application reviewed by the Vice-Chair or Chair of the School of Business.

Any student who applies for and receives an Exemption will be assigned a Future Examination or Presentation Date: this date is non-negotiable. Failure to appear on/at the single date and time assigned by the instructor will result in an automatic “0” grade for that exam or assignment.

Copyright Policy

Students are expected to familiarize themselves with and abide by the University’s Copyright Policy. The University’s Copyright Policy is published on the University website.

COURSE LEVEL OPERATIONAL DETAILS

In addition to Capilano University, and the School of Business policies, the following policies govern the management of this course and its curriculum.

REQUIRED TOOLS AND SKILLS: It is the responsibility of the student to check the Moodle teaching website regularly and the publisher’s Connect website.

Computer: Application software such as MS Office or similar, Internet access to financial management and investment websites.

ASSIGNED READINGS: As distributed during the term.

SUPPLEMENT: Student Study Guide (optional)

Assignments: All quizzes, assignments and the due date of each quiz and assignment are posted online with Publisher's Connect Website. It is student's responsibility to accomplish those quizzes and assignments on-line in time. Other homework assignments are due at the **start of class** on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.

**Programmable
Tools:**