

SCHOOL OF BUSINESS

Course Outline

COURSE NAME: Business Policy and Strategy	COURSE NO.: BADM 470
TERM: Fall 2015	COURSE CREDITS: 3
INSTRUCTOR:	E-MAIL:
OFFICE:	PHONE (LOCAL):

- COURSE PREREQUISITES:** 84 credits of 100 level or higher coursework including BADM 204, BFIN 241, BFIN 244 or BFIN 341, ENGL 100, and CMNS 220 or CMNS 152
- REQUIRED TEXT:** No specific textbook is required for this course. Instead, students will buy some Cases from Harvard, Richard Ivey and Darden.
- OTHER RESOURCES:** Current readings and articles from business publications (e.g. “Fortune”, “Business Week”, “Canadian Business”, “Forbes”, “Entrepreneur”) on any aspect of strategic management. Students are expected to use the university’s library online and hard copy materials as well as other web resources.
- COURSE FORMAT:** Instructional hours: 3 hours per week x 15 weeks.
 Fourth-hour activities: participation in online forums, online communication, assignments, in-class work, and 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 taken in areas including but not limited to finance, human resources, marketing, strategic management, organizational behaviour, leadership, etc.
- COURSE OUTCOMES:**
- General Outcomes:** Business Policy and Strategy should be one of the last courses a student takes in their Bachelor of Business Administration degree program.
 The course focuses on the formal decision making process called “Strategic Management.” The primary course objective is to acquaint students with the process of developing a business strategy and how to implement that strategy. As a business management and administration student you must be able to integrate the knowledge and skills you have learned in other administration and business courses in areas such as accounting, finance, management, human resources, organizational behaviour, marketing and production.
- 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.	5 ⇒ 6
	C2. Make comprehensive oral presentations during class on topics of interest, current events, and case studies.	5 ⇒ 6
	C3. Plan and conduct strategic planning analysis and discussions.	3 ⇒ 5
	C4. Use effective business communication to present research, analysis and findings.	4 ⇒ 6
Analysis and Decision Making	A1. Understand strategic management models, its components and processes.	3 ⇒ 6

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	A2. Understand the relationship between strategic management and business and corporate objectives and strategies.	3 ⇒ 6
	A3. Analyze business cases using strategic management models to apply the theoretical concepts to real business situations.	3 ⇒ 6
	A4. Make business decisions based on strategic management analysis.	3 ⇒ 6
	A6. Conduct high level business analysis and strategic alignment.	3 ⇒ 6
Social Interaction	S1. Use a collaborative approach to problem-solving and situational analysis in classroom and online activities.	4 ⇒ 6
	S2. Use a team approach to managing all of the dimensions of the expectations of the course.	4 ⇒ 6
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.	4 ⇒ 6
	G2. Integrate social and global perspectives into situational analysis and decision-making.	4 ⇒ 6
	G3. Understand and assess sustainable options within organizational contexts, decisions and business practices	4 ⇒ 6

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

EVALUATION PROFILE:

Assessment	% of Final Grade	Individual/Group	CAPabilities Assessed			
			Communications	Analysis & Decision Making	Social Interaction	Citizenship, Sustainability and Global Perspective
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 web site.

NOTE: The instructor may adjust the group marks given to individuals based on individuals’ observed performance, peer evaluation and peer feedback.

COURSE CONTENT:

Week	Date	In Class Activities	Online Activities
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	Study the PEI case
3		Lecture on various subjects related to strategic management.	Participation in online forum #1
4		Lecture on various subjects related to strategic management. Reading 1: class discussion	Participation in online forum #1 Reading 1: Can You Say What Your Strategy Is?
5		Case facilitation: #1 (see schedule)	Participation in online forum #1
6		Case facilitation: #2 (see schedule)	Forum #1 closes _____ BRIEFING PAPER 1 DUE _____ Participation in online forum #2
7		Case facilitation: #3 (see schedule) Reading 2: class discussion	Participation in online forum #2 Reading 2: Turning Great Strategy into Great Performance
8		Case Facilitation: #4 (see schedule)	Forum #2 closes _____ Participation in online forum #3
9		Case Facilitation: #5 (see schedule)	Participation in online forum #3 BRIEFING PAPER 2 DUE _____
10		Case Facilitation: #6 (see schedule)	Participation in online forum #3
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 exams.

UNIVERSITY POLICIES:

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

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

Emergency procedures: In the event of an emergency, students must follow the emergency procedures posted in the classrooms.

In addition to the policies of the university, the School of Business has the following policies governing the management of our classes and curriculum.

SCHOOL OF BUSINESS POLICIES:

Attendance: Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

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.

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

Missed Exams and Quizzes: Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. A doctor's certificate, or other proof supporting the reason for the absence, will be required. For further information, refer the "Examination & Pivotal Presentation Exemption Policy".

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 cogitatively, 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 lives 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, and must be provided within ten calendar days prior to the date of the exam or presentation. 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. This "0" grade may not be appealed or contested, and will not be changed.

Copyright Policy:

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

Cheating and Plagiarism:

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Writing Centre and is published on the University website in the University Policies page.

Penalties for Cheating and Plagiarism:

A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

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.

COURSE LEVEL POLICIES:

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

Assignments: Deadlines for each of the assignments are posted on the course outline. A description of each of the assignments is posted on the course website on Moodle.

Programmable Tools: Please note the use of programmable items such as calculators, dictionaries etc. is forbidden during tests, quizzes, and exams. Cellphones are not to be brought to any test, quiz, or exam and are not to be used during class time.