

**SCHOOL OF BUSINESS**  
**Graduate Management Programs**  
**Course Outline**

<b>COURSE NAME:</b>	North American Business Policy and Strategy	<b>COURSE NO.:</b>	NABU 470
<b>TERM:</b>	Fall 2016	<b>COURSE CREDITS:</b>	<b>3</b>
<b>INSTRUCTOR:</b> <b>OFFICE:</b>		<b>E-MAIL:</b> <b>PHONE (LOCAL):</b>	

**SCHOOL OF BUSINESS VISION** To be Canada’s most student-focused cross-disciplinary business school that provides innovative and relevant practice-based programs.

**SCHOOL OF BUSINESS MISSION** We inspire and empower future industry-ready professionals committed to engaging in business and community.

**COACHING HOURS** See the schedule posted on Moodle and outside of office door.

**COURSE PREREQUISITES:** None

**REQUIRED TEXT:** 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.

**OTHER RESOURCES:** Please contact the CapU Library staff if you need additional assistance to find resources.

**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 OUTCOMES:**

**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:**

<b>Week</b>	<b>Date</b>	<b>Offline Activity (In Class)</b>	<b>Online Activity &amp; Deadlines</b>
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.	<b>Practice Case Study</b> Participation in online forum #1
4		Review of various subjects related to strategic management. Reading 1: class discussion	Participation in online forum #1 <b>Reading 1</b>
5		<b>Case facilitation: #1</b> (see schedule)	Participation in online forum #1
6		<b>Case facilitation: #2</b> (see schedule)	<b>Forum #1 closes</b> <b>BRIEFING PAPER 1 DUE (10%)</b> Participation in online forum #2
7		<b>Case facilitation: #3</b> (see schedule) Reading 2: class discussion	Participation in online forum #2 <b>Reading 2</b>
8		<b>Case Facilitation: #4</b> (see schedule)	<b>Forum #2 closes</b>
9		<b>Case Facilitation: #5</b> (see schedule)	<b>BRIEFING PAPER 2 DUE (10%)</b>
10		<b>Case Facilitation: #6</b> (see schedule)	
11		<b>Case facilitation: #7</b> (see schedule)	Participation in online forum #3
12		<b>Case facilitation: #8</b> (see schedule)	Participation in online forum #3
13		<b>Case facilitation: #9</b> (see schedule)	<b>Forum #3 Closes</b> <b>WRITTEN CASE REPORT DUE</b>
14-15		<b>Final Exam Period</b>	

**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 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
<b>Total</b>	<b>100%</b>					

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

**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 & below

## Post Graduate Program Grading Profile / Scale

**A+ All aspects of the work submitted are to exceptional standards.**

Comprehensively researched, clear and concise, extremely well structured and designed, with a diverse and exhaustive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates enlightening, insightful, and/or original thinking of the topics. Presented to the highest standards (e.g.: references, style, grammar, length).

**A All aspects of the work submitted are to very high standards.**

Thoroughly researched, clear and concise, excellently structured and designed, with an extensive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough and comprehensive understanding of the topics. Presented to very high standards (e.g.: references, style, grammar, length).

**B All aspects of the work submitted are to high standards.**

Accurately researched, clear discussion, well structured and designed, with a good range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough understanding of the topics. Presented to high standards (e.g.: references, style, grammar, length).

**C All aspects of the work submitted are to acceptable standards.**

Sufficiently researched, providing good discussion, reasonably well structured and designed, with an acceptable range of evidence (e.g.: literature, other data) used effectively. Demonstrates satisfactory understanding of the topics. Presented to reasonable standards (e.g.: references, style, grammar, length).

**D All aspects of the work submitted are to adequate standards.**

Insufficiently researched, needs improvement in flow and design, and/or level of detail, with a limited range of evidence (e.g.: literature, other data) used. Demonstrates rudimentary understanding of the topics. Presented to basic standards (e.g.: references, style, grammar, length).

**F All aspects of the work submitted are below adequate standards**

Research, flow and design, and/or level of detail are unsatisfactory, with an insufficient range of evidence (e.g.: literature. Other data) used. Demonstrates unfamiliarity with the topics. Presented to below adequate standards (e.g.: references, style, grammar, length).

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 PROGRAM 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.
- Emergency procedures:** In the event of an emergency, students must follow the emergency procedures posted in the classrooms.
- 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" located on the program Moodle site.
- 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 Program policies, the following policies govern the management of this course and its curriculum.

- Assignments:** The instructor may adjust the group marks given to individuals based on individuals' observed performance, peer evaluation and peer feedback. This

includes the case facilitation and the facilitation written report.

All written assignments must be submitted **electronically in Turnitin**, except for the Case Analysis (Case Facilitation Report), which needs to be handed in the day of the case facilitation. Assignments that were not uploaded on time will not be marked and will get a grade of "0", no exceptions. Please refer to the missed exams and quizzes policy. **UPLOAD YOUR ASSIGNMENTS WITH ENOUGH ANTICIPATION BEFORE THE DEADLINE TO MAKE SURE THAT YOU DO NOT HAVE ANY LOGIN PROBLEMS WITH TURNITIN.** PDF files won't be marked, as feedback cannot be provided.

All team members need to be present and contribute to the marking process of one of their peer's case facilitation. If a team member does not attend that class or does not actively contribute to the marking and feedback process, the peer points assigned to his/her team for the case facilitation will be deducted from that particular student's case facilitation final mark.

Quiz dates won't be announced in advance. Quizzes may include any content discussed in class or online, the case study for the day, online forums and any other readings or discussion materials used in the course. The quiz of a student leaving the classroom before the end of the class will receive a grade of "0". Students are expected to come prepared to every class.

The In-class participation and preparedness mark is divided as follows: up to three marks if you complete the three forums posted on Moodle and up to two marks if you attend classes regularly, come prepared and positively contribute to the class discussion and environment.

Students must achieve a minimum average of 50% on the combined results of the case facilitation (15%) and the strategic planning (facilitation case report 20%) activity to pass the course.

### **English Language Assessment**

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, 4<sup>th</sup> floor Fir if needed.*

### **Misses Assessments**

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.

***Programmable  
Tools:***

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.