COURSE OUTLINE		
TERM: Spring 2019	**COURSE NO: NABU 504**	
INSTRUCTOR:	**COURSE TITLE: Strategic Management, Value Chain and Social Sustainability**	
OFFICE: **LOCAL:** **E-MAIL:** @capilanou.ca	**SECTION NO(S):**	**CREDITS: 3.0**
OFFICE HOURS:		
COURSE WEBSITE:		

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

COURSE FORMAT
15 weeks including a two week final exam period.
Two – one and one-half hour sessions plus a 4th hour or related activities.
Fourth hour activities include company visits, research, watching videos, preparing and running the simulation and conducting company reviews and analysis.

COURSE PREREQUISITES
CMNS 305 and 6 NABU credits

COURSE DESCRIPTION
This course provides an introduction to Strategic Management, value chain activities and sustainability. Students apply strategic management theories and investigate how organizations in North America function and deal with new visions of Corporate Social Responsibility, sustainability and the implementation in value chain activities of organizations. The course includes traditional topics of Strategic Management: vision, mission, values and goal setting, analysis of internal and external environments, SWOT analysis and strategy decisions making, implementation and assessment.

REQUIRED TEXTS AND/OR RESOURCES
Thompson, A., and A. J. Strickland III. Crafting and Executing Strategy: The Quest for Competitive Advantage. 18th ed. Boston: Irwin McGraw-Hill, 2011.
Corporation Simulation by Interpretive Simulation.
Provided by Instructor:
Global Environmental Facility (GEF). Annual Report on Sustainability. (2012) & (2011). Washington D.C. 20007

World Bank. Sustainability and the Private Sector (2012). Washington D.C. 20007
Olcese, A. Rodriguez M.A. Impacto de la Responsabilidad Corporativa en los Objetivos de Desarrollo: Manual de la Empresa Responsable. Madrid: McGraw-Hill, 2008.
Case studies, articles, lecture notes and other handouts by instructor.

COURSE STUDENT LEARNING OUTCOMES

As a result of participating in class sessions as well as completing successful assignments and assessments, students will demonstrate the following <u>abilities</u>:

1. Demonstrate effective cross cultural communications
2. Effectively apply learning to communicate quality written and oral demonstrations of the following:
- What a strategy is and why it matters
- A strategic vision and objectives
    3. Demonstrate an understanding of the managerial process of crafting and executing strategies
    4. Demonstrate an ability to make strategy decisions
    5. Develop an appropriate business strategy
    6. Understand and conduct simple value chain analysis
    7. Analyze and evaluate a company's external environment
    8. Investigate the factors driving change in North America
    9. Assess and map competitors
    10. Apply five competitive strategies to various situations
    11. Perform industry and country strategic analyses
    12. Design global business strategies with locally customized entry programs
    13. Understand what is likely to work and what is likely to fail in crafting and executing strategies, and as a result become a better international manager
    14. Have in-depth knowledge about a number of successful North American companies and their business approach, strategies and performance
    15. Students are exposed and analyse several new business- society responsibilities such as the Millennium Goals of the United Nations as well as the Compact Program of the United Nations.
    16. Students are exposed and analyse the impact of Davos 2010 World Economic Forum
    17. Students analyse relationship between Human Rights and Business as well as how business circles promote or hinder ethics conversation
    18. Students analyse and assess the impact of North American politics on Corporate Social Responsibility
    19. Students develop and understanding of Socially Responsible Investing and contrast such investment against industries such as the weapons and the pharmaceutical industries
    20. Develop a clear understanding an analysis of how corporate social responsibility programs provide value added to traditional value chain activities
    21. Develop and understanding, assess how Corporate Social Responsibility programs and activities are developed
    22. Understand social responsibility reporting and be able to manage the development and assessment of such reporting
    23. Demonstrate an ability to function in a team environment from a variety of structural positions including: leader and team member
    24. Demonstrate an ability to resolve conflicts and deal with the human dynamics of team work
    25. Minimizing and overcoming resistance & conflict
    26. Create a shared commitment to new directions
    27. Empowering others to act
    28. Demonstrate an understanding of the role that values, ethics and social responsibility play in the exercise of discussing and creating strategy
    29. Effectively apply learning to solve strategy challenges relevant to a variety of local and global organizations and in distinct markets and diverse cultures
    30. Student becomes aware and is able plan, implement and assess how business decision affect societies where the organization does business.

COURSE CONTENT

There will be a combination of:

- Lectures on new principles, based on lecture notes;
- Class discussions based on individuals' experiences;
- Group work and mini presentations
- Simulation decision making and presentations.

Weekly homework will include selected reading and/or research for the following class. See course web site on Moodle for updated course information. Mini student presentations on readings may be required.

All course materials are available online on Moodle.

WEEKLY TOPIC COVERAGE

Week	TOPIC	Homework (Complete Prior to Class)
1	What is strategy and Why is it important.	Chapter 1
2	Introduction to the Relationship of Business and Society	Forum One Due Rethinking Strategic Planning
3	Vision, and Mission, Objectives and Strategy. The Montreal Protocol, The Climate Change Convention and the Private Sector: A Major North American Responsibility	Chapter 2 Forum Two Due Ashlstrom, David. "Innovation and Growth: How Business Contributes to Society".
4	Vision, and Mission, Objectives and Strategy. Introduction to Millennium Development Goals of the United Nations and the role of business and the private sector.	Chapter 2 Assignment One Due
5	Evaluating a Company's External Environment	Chapter 3 Forum Three Due Marques, Joan. "The Influence of the Global Business Environment in Realizing the Millennium Development Goals. Journal of Global Business Issues 1.1 (2007): 17-23. Business Source Complete. 10 Jan. 2013
6	Evaluating a Company's External Environment Global Compact, the United Nations and North American Companies	Chapter 3 Forum Four Due Wettstein, Florian. "CSR and the Debate On Business and Human Rights: Bridging the Great Divide" Business Ethics Quaterly 22.4 (2012): 739-770.
7	Evaluating a company s Resources, Capabilities and Competitiveness	Chapter 4 Forum Five Due Purnell, Lauren and R Freeman. "Stakeholder Theory, Fact/ Value Dichotomy, And the Normative Core: How Wall Street Stops the Ethics Conversation" Journal of Business Ethics 109.1
8	Evaluating a company s Resources, Capabilities and Competitiveness	Chapter 4 Forum Six Whelan, Glen. "The Political (North American) Perspective of Corporate Social Responsibility: A Critical Research Agenda". Business Ethics Quarterly 22.4 (2012): 709-737

9	The Five Generic Competitive Strategies	Chapter 5 MID TERM
10	The Five Generic Competitive Strategies An Introduction to Socially Responsible Investing	Chapter 5 Forum Seven Colle, Simone, and Jeffrey York. "Why Wine is Not Glue? The Unresolved Problem of Negative Screening In Socially Responsible Investing". Journal of Business Ethics 85. (2009): 83-95.
11	Strengthening a Company s Competitive position	Chapter 6 Forum Eight Michael Pisani, et al. "Stakeholder Pressures as Determinants of CSR Strategic Choice: Why do Firms Chose Symbolic vs Sustainable Self-Regulatory Codes of Conduct? Journal of Business
12	Strategies for Competing in International Markets. An Introduction of Sustainable Business Reporting. The case of ISO 2600 in North America	Chapter 7, 9 Forum Nine Helms, Wesley S., Christine Oliver, and Kernaghan Webb. "Antecedents of Settlement On a New Institutional Practice: Negotiation of the ISO 26000 Standard on Social Responsibility.
13	Simulation Report Presentation	Chapter 8
14	Final Exam Period	
15	Final Exam Period	

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

EVALUATION PROFILE

Assessment	% of Final	Individ. Group	CAPabilities Assessed			
			Communications	Analysis & Decision Making	Social Interaction	Citizenship & Global Perspectives
Assignment One	15%	I	C1 & 2	A1-A12	S1-S6	G1
In-Class Group and Individual Assignments & Exercises	30%	G+I	C1 & 2	Varies: A1-A12	S1-S6	G1
Group Case Studies	10%	G	C1 & 2	A1-A12	S1-S6	G1
Midterm Exam	20%	I	C1	A1- A12		G1
In-Class Participation	5%	I	C1		S1-S6	G1
Simulation Report	20%	G	C1 & 2	A1-A12	S1-S6	G1
Total	100%					

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

OUR COMMITMENT TO ASSESSMENT AND CONSTRUCTIVE FEEDBACK

The Faculty of Business is committed to providing feedback that rewards excellence and motivates personal development. We use a mixture of personal, peer and professional assessment so that students have a diverse view of their progress in skills and abilities development. It is important to use feedback to enhance the quality of learning.

The assessment model is designed to give a fair reflection of the letter grade earned, as well as a road map for personal skill and ability development. For each skill and ability in the course students will be assessed as to the level of comprehension demonstrated. Grades are a function of how students have met course expectations as to those levels of comprehension.

SIX "LEVELS" of comprehension

KNOWLEDGE	
1. Recognize	Be able to identify the components of a framework or tool.
2. Define	Be able to describe the aspects of the components of the framework or tool.
APPLICATION	
3. Use	Be able to manipulate the framework or tool to cause a result.
4. Interpret Results	To understand the result of the manipulation in a meaningful way.
JUDGMENT	
5. Situational Use	To be able to identify situations where the framework or tool should be applied, and then apply the framework or tool, including using the results effectively.
6. Adaptation	To be able to creatively adapt the framework or tool such that its use will maximized in a given situation.

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			

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.

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

FACULTY OF BUSINESS POLICIES

Attendance:

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

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 Library, the Writing Centre and is published in the University Calendar.

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 Calendar). 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.

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.

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 Calendar.

PROGRAM POLICIES – Capilano School of Business

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

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, may be required.

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

COURSE LEVEL POLICIES

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

Assignments: 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: | 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. |

Additional clarification/expansion of departmental or faculty level policies at the discretion of the instructor.

UNIVERSITY OPERATIONAL DETAILS

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 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.

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