

COURSE OUTLINE		
TERM: Fall 2020	COURSE NO: NABU 404	
INSTRUCTOR:	COURSE TITLE: North American Strategic Management	
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

Three hours of class time, plus an additional hour delivered through on-line or other activities for a 15-week semester, which includes two weeks for final exams. Fourth Hour activities may include company visits, guest speakers and conducting company reviews and analysis. This course may also be offered in mixed mode or online.

COURSE PREREQUISITES

CMNS 305 and 6 NABU credits

CALENDAR DESCRIPTION

This course provides an introduction to Strategic Management. Students apply strategic management theories and investigate how organizations in North America function. 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.

COURSE NOTE

NABU 404 is equivalent to NABU 504. Duplicate credit will not be granted for this course and NABU 504.

REQUIRED TEXTS AND/OR RESOURCES

Thompson, A., and A. J. Strickland III. Crafting and Executing Strategy: The Quest for Competitive Advantage (or similar).

Simulation Case

Provided by Instructor:

Case studies, articles, lecture notes and other handouts by instructor.

COURSE STUDENT LEARNING OUTCOMES

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

1. Have an integrated understanding of the fundamental concepts of strategic management including:
 - creating a mission, vision and strategic objectives
 - evaluating a firm's external environment forces, industry and competitive position
 - assessing a firm's internal strengths, resources, capabilities and value chain
 - identifying and evaluating a business strategy
 - measuring progress and success of strategies
2. Use core concepts, analytical tools and a managerial process to develop, craft and execute a business strategy
3. Demonstrate an understanding of the role that values, ethics and social responsibility play in the process of discussing and creating strategy
4. Develop a strategic approach in competing in international markets and managing cross country differences in demographic, cultural and market conditions
5. Use a collaborative team approach to problem solving, developing and presenting management reports, and managing all of the dimensions of a business simulation

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.

All course materials are available online on eLearn.

Week	TOPIC
1	What is strategy and why is it important.
2	Creating a Company's Direction: Vision, Mission, Objectives and Strategy
3	Evaluating a Company's External Environment
4	Evaluating a Company's Internal Resources, Capabilities & Competitiveness
5	Five Competitive Strategies
6	Strengthening a company's competitive position
7	Midterm
8	Strategies for Competing in International Markets
9	Building an Organization Capable of Good Strategy Execution, People, Capabilities & Structure
10	Managing Internal Operations Actions that Promote Good Execution
11	Corporate Culture and Leadership Keys to Good Strategy Execution
12	Ethics, Corporate Social Responsibility, Environmental Sustainability
13	Strategic Plan Project - Group work and Coaching
14-15	Final Exam Period / Strategic Plan Presentations

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 eLearn. Please attend class to ensure you are prepared for all graded assignments, cases, and exams.

EVALUATION PROFILE

Assessment	% of Final Grade
Individual Assignments	30%
Group Case Studies & Reports	30%
Midterm Exam	20%
Simulation	20%
Total	100%

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

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments

Assignments are due at the beginning of the class on the due date listed. If you anticipate handing in an assignment late, please consult with your instructor beforehand.

Missed Exams/Quizzes/Labs etc.

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.

Attendance

Students are expected to attend all classes and associated activities.

English Usage

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

Electronic Devices

Students may use electronic devices during class for note-taking only.

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or eLearn; please check both regularly.

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: <https://www.capilanou.ca/student-life/>

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 and procedures S2017-05 for more information: <https://www.capilanou.ca/about-capu/governance/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 (found on Policy page <https://www.capilanou.ca/about-capu/governance/policies/>)

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

DEPARTMENT OR PROGRAM OPERATIONAL DETAILS

See Course Syllabus