



**PETER B. GUSTAVSON**

School of Business

International Programs

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The world looks different from here.

# Course Outlines Fall Term

**Peter B. Gustavson School of Business**

**University of Victoria**

**2017--2018**

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# Fall term

- > The 400 level courses are specialization courses, which students take in the last year of their Business degree program. These top-quality courses are taught by professors who are leaders in their respective fields and build on their expertise.
- > The MBA Specializations are available to students who are enrolled in the MBA program at their home institutions. The required English language level is TOEFL 575 or higher.

Course	Title
Com 202	Financial Accounting I (Credit only granted for one of 202, 315)
Com 206B	Business English & Communication
Com 220	Organizational Behaviour (Credit will be granted for only one of 321, 220)
Com 240	Management Finance (Pre-requisite: COM 202, credit only granted for one of 240, 371)
Com 250	Fundamentals of Marketing (Credit will be granted for only one of 250, 351)
Com 317	Management Accounting I (Credit will be granted for one of 316, 317)
Com 390	Canadian Business Environment (Credit will be granted for only one of 290,390)
Com 400	Strategic Management
Com 402	Legal Issues in Management (Credit will be granted for only one of 402, 302)
Com 410	Leadership Strategies
Com 415	Business Internet (Pre-requisite: MIS Course)
Com 425	Taxation for Managers (Pre-requisite: 202 or 315)
Com 426	Management Accounting II (Pre-requisite: 316 or 317)
Com 446	Investments (Pre-requisite: Com 240 or Com 371)
Com 435	Corporate Relations
Com 450	Selected Topics in Management: Topics To Be Announced
Com 495	Marketing Communications (Pre-requisite: Com 250 or Com 351)
Ent 402	Entrepreneurship & Small Business
IB 301	International Environment of Business (Credit will be granted for only one of 301, 361)
IB 408	International Legal Relations (Pre-requisite: IB 301 or Com 361)
IB 415	Cross-National Management (Pre-requisites: IB 301 and Com 220 or Com 361 and Com 321)
IB 416	International Marketing (Pre-requisites: IB 301 and Com 250 or Com 351 and Com 361)
IB 417	International Finance (Pre-requisites: IB 301 and Com 240 or Com 361 and Com 371)

***\*Please note, course lists and outlines are subject to change.***

# Com 202

## Financial Accounting I

### Texts:

Harrison, Horngren, et al, Financial Accounting, 2<sup>nd</sup> Canadian Edition, (Pearson, Prentice Hall, 2007, ISBN 0-13-187929-4.)

Richardson, Allan (editor), Cases in Financial Accounting: A Principles-Based Approach, (Thomson Nelson, 2007, ISBN 0-17-610275-2)

### Course Objectives and Description:

This course is an introduction to the accounting process with emphasis given to the basic concepts, mechanics, objectives and judgements involved in **using** financial statements. The major challenges and problems of accounting are much broader than just generating numbers. You will see that accounting involves a great deal of judgment in order to reach answers to many issues.

The course objectives are to:

1. Introduce you to the form and content of the three basic statements: the income statement, the balance sheet, and the statement of cash flows.
2. Develop an understanding of the issues and judgments used in the identification, measurement, and communication of financial statement information.
3. Present tools that can be used to derive information from financial statements and can then be used in arriving at potential solutions to business issues.
4. Enhance both oral and written communication skills through class discussion of theory, problems, and cases.

### Course Format:

This course will be taught with lectures on the relevant accounting theory (following the text book) and analysis and discussion of case problems to reinforce this theory. Students are expected to attend lectures and prepare the cases (before class!). There will be a general overview schedule and a detailed reading/case schedule posted on Blackboard.

Your class Pervasive Competency grade will be partly based on your analysis, insight, and discussion of the problems/cases. Consequently, it is imperative that you prepare your material before class and be ready to discuss it and ask questions about areas that are not clear to you.

### Evaluation Elements:

Final Exam	40% of grade
Midterm #1	25% of grade
Annual Report Project	25% of grade
Pervasive Competency	10% of grade
Total	100%

## **Requirements for Graded Work:**

**Final Exam:** The final exam will be held during the regularly scheduled exam period. It will be three hours long and will (most likely) include a case and specific problems.

**Mid-term Exam:** The mid-term will be approximately 3 hours long and will be problem based. It will be written at a common time with all sections of Financial Accounting.

**Annual Report Project:** The project is an individual project. You may work with other students to discuss the issues, but your write up and numbers must be your own work!!! The project can build upon the project that you prepared for Com 362 (Decision Analysis component) and could be the basis for other projects. A more detailed description of the project will be posted on Blackboard and discussed in class.

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Students with unexcused absences from more than three (3) class sessions will receive a grade of “C” in pervasive competency. Students with unexcused absences of more than six (6) class sessions will be barred from writing the final exam.

**Pervasive Competencies:** This includes:

- Attendance (on time) in class
- Participation in class discussions by adding new information (not repeating other comments), asking questions, constructive disagreement with other student’s viewpoints
- Performing analysis on board or overheads (self-directed or asked)
- Demonstrating professional skills such as sound judgment and effective communication (during class/office hours/email)
- Exhibiting ethical behaviour, professionalism and integrity

An **average** pervasive competency grade will likely be in the “B- to B” range.

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

# Com 206B

## Business English and Communication

### Texts:

*The Practice of Business Communication* by Mary Ellen Guffey is required for this course. Students will also be responsible for downloading required business articles and reading assignments from the internet and Blackboard. A good English dictionary, grammar guide and citation reference are recommended for this course. Samples will be provided on the first day of class.

### Course Objectives and Description:

#### Course Calendar Description:

Business Communications will focus on the development and enhancement of skills in written business communication, oral business communication, and non-verbal communication. Students will learn how to develop efficient use of verbal and non-verbal skills in business situations; be able to use language to convey specific messages to intended audiences; develop and use techniques for information management. Concentration is on clarity of communication objectives, building vocabulary and comprehension of business documents.

This course aims to develop students' oral and written skills to communicate effectively in business contexts and academic pursuits in the area of business. Upon successful completion of this course, students will be able to:

- demonstrate an understanding of the basic principles of effective business communications
- Assess your own speaking and writing messages for clarity and content
- Choose specific language as well as writing and speaking techniques that make communication more successful, as you speak and write.
- plan and write clear, concise, and correct business documents and papers that exhibit professional writing skills
- write professional correspondence for specific purposes
- understand and effectively use non-verbal communication skills
- give effective oral presentations with and without the aid of multimedia
- understand team skills necessary for success in completing and communicating complex work

### Course Format:

Words are, of course, the most powerful drug used by mankind. *Rudyard Kipling*

“Business” is the foundation from which we will be practicing and developing different aspects of the English language. We will be using current articles from a variety of business news websites as a launching point to increase business vocabulary, improve information extracting skills, and enhance reading speed. Writing skills will be strengthened through research skill development, free writing, and production of business documents.

From this foundation point we will hone oral communication skills through listening and presentation exercises. Classroom activities will include peer editing, open group discussions, team skill

development and personal oral presentations. Video recordings of group presentations will be used for personal reflection of effective presentations.

**Evaluation Elements:**

Class participation	10% of grade
Writing assignments (4 assignments worth 10% each)	40% of grade
Business research paper and mini presentation	20% of grade
Final group presentation	25% of grade
Portfolio of written assignments	5% of grade
<b>Total</b>	<b>100%</b>

Generally speaking, 50% of the grade will be based on oral communication skills and 50% on written communications. Vocabulary development, critical thinking, and team development skills will be measured as subcomponent of these two overarching categories.

**Requirements for Graded Work:**

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” **Attending class is an important part of the learning process in this course.** Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

**Students with unexcused absences from more than one class session will be penalized with a reduction of 25% of the class participation component. More than three absences will result in a zero for the class participation component.**

**Participation:** The participation grade will be based on in-class discussions. I recognize that you may not be familiar or comfortable with the discussion format at first; however, it is essential to develop this confidence in order to do well in subsequent business courses. At the end of each class I will evaluate your participation. I will use these notes to assign a grade at the end of the course. You may check in with me at any time to see if your participation is up to my expectations. **Please note that just speaking in class is not enough to warrant a full participation grade.** You must come prepared to discuss readings, share opinions and ask relevant questions in order to gain full marks.

# Com 220

## Organizational Behaviour

### Text:

Robbins, Stephen P., Langton, Nancy, Fundamentals of Organizational Behaviour, 2nd Canadian Edition, Pearson Prentice Hall, 2004 ISBN: 0-13-122816-1

### Course Objectives and Description:

Organizations are everywhere. Our lives are influenced by them on a daily basis, whether we are aware of these influences or not. Organizations are created by people for the sake of pursuing one or more stated goals, although these goals change over time and vary in importance at any given time from one organizational member to another. Organizations usually feature some form of division of labour and sets of rules that direct daily operations. Organizations always feature one or more power centres which control the concerted efforts of members= activities. Organizations have boundaries that are fluid, subject to change and, therefore, not always discernible.

For understanding and managing them, it is useful to think of both organizations (as structures) and organizing (as processes). Hence we can speak of the structure of ABC Inc., or we can speak of how this structure came to be formed, how it changes, how power passes from one group to another, and so on. As structures, formal organizations are legal entities and are responsible for taking action and for being responsible for those actions. Organizations are open social systems that operate in external environments; indeed they frequently play a role in creating and shaping their own environments. As systems, they feature cycles of interrelated activities, both within themselves and between themselves and other entities in their environments.

Therefore, organizations are more or less dependent upon the opportunities provided by their environments, while, at the same time, they are more or less vulnerable to the risks and threats posed by their environments. Finally, although formal organizations, by definition, are comprised of people, they are not human, per se. Organizations are NOT people, they are social systems. With all this complexity, understanding organizations is challenging and managing them can be very difficult.

### **Purpose of the Course:**

The purpose of this course is to introduce business students to the nature and functioning of formal organizations, with a view to understanding how people affect them and how people are affected by them. In addition, the course is designed to provide preliminary insights into how organizations can be designed and managed for the sake of pursuing organizational, group and individual goals. A dominant theme throughout the course is that although people create organizations to serve human purposes, people frequently find themselves in service of organizational goals. Students will gain some personal insight into how their own personalities, behaviours, and attitudes impact any organization of which they are a member.

### **Student Evaluation: (Students will be evaluated according to the following schedule)**

Group Class Presentation	20%
Participation	15%
Mid-Term	30%
Final Exam	35%
TOTAL	100%

# Com 240

## Management Finance

### Text:

*Custom Text:* contains selected chapters from: Ross, Westerfield, Jordan, and Roberts, **Fundamentals of Corporate Finance**, Sixth Canadian Edition, (McGraw-Hill Ryerson, 2005, ISBN#0070739900)

**Optional: iStudy** (available online at [www.mcgrawhill.ca/olc/ross](http://www.mcgrawhill.ca/olc/ross))

Students are **strongly** encouraged to read financial newspapers such as The Globe and Mail and the National Post. International weekly magazines such as The Economist will also provide useful background and information.

### **Business Calculator:**

Students are **strongly** advised to have, and become comfortable using, a quality business calculator that has Present Value (PV) and Internal Rate of Return (IRR) functions. For example, an HP10BII is available at the University Bookstore and will be acceptable. Other comparable products such as Sharp and Texas Instruments are available at office supply stores.

### **Course Objectives and Description:**

This course serves as an introduction to corporate financial management. The primary objective is to provide the framework, concepts, and tools for analyzing financial decisions. Topics covered include discounted cash flow techniques, financial statement analysis, capital budgeting, risk and return tradeoffs, diversification, capital market efficiency and the cost of capital.

The objective of the course is to assist students to acquire and demonstrate an understanding of the fundamental principles and issues in financial management. Upon completing the course, students should be able to define basic terminology, understand the theoretical relationships, and apply the analytical techniques covered in the course to various decision-making situations. Problem-solving and decision-making skills will be practiced through examples and problem assignments. Students are also expected to acquire knowledge of the relevant Canadian institutional environment in which financial decisions are made.

As stated in the University of Victoria Calendar, students in COM 240 have completed as a prerequisite or are concurrently taking COM 270 (Financial & Management Accounting for Specialists).

### **Course Format:**

Lectures combined with class discussions will be the principal methods of instruction. Problems will be reviewed weekly to aid the understanding of the material discussed. Students are expected to come to class having read the assigned topic readings and be fully prepared for active discussion including completion of the problems. Developing a full understanding of the material is enhanced by completion of the problems and students are strongly encouraged to complete the problems in conjunction with their reading. It may be helpful to meet with fellow students, after having attempted the problems individually, to verify answers and work out any difficulties. Students who feel they need more practice should work through the resources available through the Student Online Learning Centre associated with the text. Problems will be reviewed in class using a team approach to learning

### **Evaluation Elements:**

Students will be evaluated according to the following schedule:

*Assignment	15%
Midterm Exam	40%
Final Exam	45%
TOTAL	100%

The exams will be a combination of multiple choice, problems, and written analysis

The instructor **must be advised** immediately regarding absence from the term exams and medical documentation provided **within 7 days** of the missed examination. **No make-up term exams** will be provided, instead, the final examination will be assigned the proportionate amount of additional weight

### **Requirements for Graded Work:**

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Class attendance will be taken regularly and reviewed by the instructor.

# Com 250

## Fundamentals of Marketing

### Text:

Crane, Kerin, Harley, Berkowitz, Rudelius, Marketing, Canadian 6<sup>th</sup> Edition (McGraw-Hill Ryerson, 2006, ISBN: 0-07-093986-1)

### Course Objectives and Description:

The objective of this course is to provide each student with an understanding of the role and operation of the "marketing system" within the Canadian economy and individual firm. Each student will be required to:

- build a marketing vocabulary
- understand the process by which products/services are planned, priced, promoted and distributed
- understand the relationship of marketing as a key element of organization strategy and behaviour

At the end of this course you will have developed the necessary skills to analyze marketing problems and develop solutions consistent with that analysis.

### Course Format:

A blend of lectures, case studies, exercises, and group discussion will be employed. Students will be expected to participate actively in day-to-day classroom discussions

### Evaluation Elements:

Students will be evaluated according to the following schedule:

Group Assignment	30%
Mid-Term	25%
Participation	10%
Final Exam	35%
Total	100%

### Requirements for Graded Work:

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. All members of the group will receive the same grade for Assignment unless a written request is received by Instructor at least 48 hours prior to the due date; in which case Instructor will poll all team members for consensus.

**Attendance:** The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. **While attendance will not be taken, there will be UNANNOUNCED SPOT QUIZZES at various times during the course. These quizzes will count toward your participation mark.**

Class Participation: Class participation is an effective means of understanding the concepts, principles and processes covered in the course. This includes answering questions, raising points, sharing insights that contribute to a better understanding of the required readings or better awareness of the implications and issues involved; asking thought-provoking questions; sharing personal experience to illustrate concepts and principles; sharing current news items from your reading of business periodicals relevant to the topic being discussed; handing in exercise or case materials during class. Needless to say, to actively participate requires coming to class prepared (having read all required reading assignments for the class, as well as exercise or case materials that need preparation).

# Com 317

## Management Accounting I

### Texts:

- Managerial Accounting, second edition James Jiambalvo, 2004, Wiley.
- Com 316 Winter Session 2007 Coursepack.
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### Course Objectives and Description:

The purpose of this course is to provide the concepts and develop the skills required for financial decision-making. Global competition and modern technology, which compound the problems of narrow profit margins, capital shortage and short production life cycles, require that managers comprehend and be able to plan and control the financial performance of their operation. Managers in all functional areas must determine the dollars-and-cents implication of their decisions. This course will concentrate on the use of financial information for decision-making, including preparation. It will also point out the limitations and uncertainty of information after it has been quantified for presentation. Please read "Case Response Writing" under Course Documents.

The skill attained will help you:

- Obtain an overview of the entire business by understanding financial reports and performance information and how they assist in planning and controlling business operations.
- Communicate effectively with your company's accounting and financial managers.
- Integrate financial decision-making techniques into your planning and operations.

### Course Format:

There are two distinct phases to the course.

Phase 1 covers the first 5 weeks.

- During this time, I will lecture, take up problems in class and complete an integrated set of Phase 1 cases called Villa Grado.
- You are required to attend lectures but it will not be necessary for you to actively participate in the lectures, problems and cases.
- Consequently, you will have time to work on the problems in the text and Blackboard website which will be the basis for the mid-term exam.
- The problems that you are to do are listed on pages 7 and 8 of this outline.
- The focus of Phase 1 will be to develop technical skills which will enable you to handle a multitude of management accounting issues.
- You should finish as much of the technical studying as possible by the end of the 5<sup>th</sup> week so that you will be able to concentrate on phase 2 cases and be ready for the mid-term exam.

Phase 2 covers weeks 6 to 13.

- There are 7 Phase 2 cases (from Caribbean Internet Café through to La Hacienda Del Sol) which will take two classes each to cover.
- There are questions that you must answer (shown at the end of the outline) for each of the Phase 2 cases. Please note that the case order is different than the order in the Coursepack.
- The answers to these questions must be submitted at the beginning of the first class of the week (your scheduled Monday or Tuesday class) for that particular case.
- Each of the answers (for an entire case) will be 1 to 3 pages in length.

- The exception is Orion Computers where the answer length is whatever is required to answer the question.
- For each case, please hand-write your answers rather than use a computer (except Orion Computers where Excel may be used.) The submitted answers must be an original, not a copy. Please keep a copy of your answers for the class discussion.
- Each answer must not be a copy of another student's work, although it is expected that some students will share ideas and concepts.
- You will not receive the answers back but the answers serve to assist your participation during the case discussion. Your answers will be reviewed for content.
- Only those students who submit answers in writing will be able to gain participation marks during that day's class. Participation is part of the Pervasive Competency assessment.
- Should you miss the first class or not hand in an answer at the beginning of the first class, you may submit your answers on either the Wednesday or Thursday class to gain participation marks for the second day of the class discussion.
- Answers are handed in once for each case (i.e. if you hand in your answers on the first class of the week, you are not required to hand it in again during the second class of the week.)
- The final exam is a case and preparing for each Phase 2 case will enable you to develop the necessary skills to score well on the final exam.

Your class Pervasive Competency grade will be partly based on your analysis, insight, and discussion of the problems/cases. Consequently, it is imperative that you prepare your answers, hand them in and be ready to discuss them so that you may ask questions about topics which are not clear to you.

### **Evaluation Elements:**

Students will be evaluated according to the following schedule:

Final Exam	45% of grade
Midterm	25% of grade
48 Hour case	15% of grade
Pervasive Competencies and Hand-Ins	15% of grade
Total	100%

### **Requirements for Graded Work:**

**Mid-term Exam:** The mid-term will be approximately 1½ hours long and will be based on technical material covered in the chapters (as described in pages 7 and 8 of the outline) and in the lectures. Should you miss a lecture for whatever reason, please ask a fellow student for their lecture notes. To be fair to all students, questions concerning the both the Mid Term Exam and the Final Exam will only be discussed in class so that all students will benefit from the answers.

**48 Hour case:** The 48 hour case will be done in groups of 4. The groups are your assigned groups. You may not choose your own group members for this case. The case will be available on-line (Blackboard) on Thursday, March 15<sup>th</sup> at 2:35 and it is to be delivered (i.e. no electronic submissions) to my office no later than Saturday, March 17<sup>th</sup> at 3 pm. The question that you are answering will follow the same format as cases covered in class except there will be less direction provided. The purpose of this case is to enhance your collaborative skills as well as prepare you to write the final exam. All members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment. Each group's work must be different from other groups.

### Final Exam:

The final exam will be held during the regularly scheduled final exam period. It will be three hours long and will be a case analysis.

### Pervasive Competencies and Hand-Ins

Pervasive Competencies includes:

- Attendance in class
- Participation in class discussions by adding new information (not repeating other comments)
- Performing analysis on white board or overheads (self directed or asked)
- Demonstrating professional skills such as sound judgment and effective communication
- Exhibiting ethical behaviour, professionalism and integrity

An **average** pervasive competency and hand-in grade will likely be in the “B- to B” range. Participation and class attendance are important parts of the learning process in this course. Attendance exposes you to material not covered in the reading, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Students who miss more than six (6) class sessions, for whatever reason, will not be allowed to write the final exam. This policy is consistent with previous Comm 316 outlines. Please be sure to sit in your assigned seat to ensure that you are included in the attendance records. Due to the large number of students, that is the only way to ensure that your attendance is properly taken.

# Com 390

## Canadian Business Environment

### Text:

Customized textbook for Com 390 (selected chapters from Understanding Canadian Business by Nickels, W., McHugh, J., McHugh, S., Berman, P. and Cossa, R., 2005, Fifth edition).

### Course Objectives and Description:

The course is designed to provide international exchange students with an opportunity to examine the cultural, economic, historical, legal and political environment of doing business in Canada.

### Course Format:

There will be a combination of different learning activities: readings, short lectures, video presentations, field trips, class exercises, assignments, group work, and written papers (both group and individual).

### Evaluation Elements:

Group Project	40%
Class Participation	20%
Individual Term Paper	40%
Examinations (midterm or final)	None
Total	100%

### Requirements for Graded Work:

Group Project (40%): The purpose of the group project is to enhance your skill in working with people from a different cultural background. You will be assigned to groups of 4-5 members. The 30% for the group project is allocated to a written report, and 10% to an individual report on learning outcomes from the multi-cultural group work. *More detailed guidelines are provided in a separate document (Syllabus section of Blackboard).*

Each group member's participation in the group project will be evaluated by your peers (that is, the other group members) on a 5-point scale. If your average group participation rating falls between 3.00 and 3.75, you will lose 5% of the grade for the written project; below 3.00 but more than 2.00, you will lose 10%; below 2.00, you will lose 15%.

Deadlines will be strictly adhered to, and deductions will be made on papers submitted after the deadline indicated in the Course Schedule. Deductions on class participation will also be made for non-submission of your peer evaluations.

Class Participation (20%): You are expected to come to class prepared. This means that you should have read all required reading assignments for the class, as well as any exercise or case materials that need preparation. *Please note that you may be called upon during class to answer questions.*

Participation in class includes handing in exercise or case materials or assignments as needed; answering questions, raising points, sharing insights or experiences that contribute to a better understanding of the required readings or better awareness of the implications and issues involved; sharing current news items from your reading of periodicals relevant to the Canadian business environment. *More guidelines on class participation are provided in a separate document (Syllabus section). Please note that only exercise or case materials handed in during class will be accepted and counted towards your participation mark.*

The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” While attendance will not be marked, attending class is an important part of the learning process. Attendance exposes you to material not in the readings and to your classmates’ insights, and helps clarify material that can lead to better performance in the course. Being present of course also gives you the opportunity to participate actively, and submit in-class exercise materials.

Individual Term Paper (40%): The paper is a comparison of how Canada and your home country differs or are similar in any aspect relevant to business and management. The term paper can be submitted before the deadline indicated in the Course Schedule. *More guidelines will be provided in a separate document (Syllabus section).*

# Com 400

## Strategic Management

### Course Description

This course is about strategy and strategic management. Strategy is concerned with how and why firms differ, which naturally extends to an understanding of how firms perform better or worse than competitors. Strategic management is the process by which senior managers formulate and implement an organization's strategy to achieve this differentiation for long-term competitive advantage. In COM 400 - Strategic Management, therefore, you will be placed in the position of a senior manager or consultant who is expected to formulate and implement initiatives designed to enable the organization to survive and prosper.

COM 400 - Strategic Management is different from other courses that emphasize specific aspects of the enterprise (e.g. finance, marketing, accounting, information systems, operations, etc.). Rather than focusing on one of these particular functional areas, this course is intended to provide you with concepts, models, and frameworks for strategic decision-making that build on, integrate, and apply your knowledge gained from a variety of other disciplines. COM 400 is considered a capstone course because all functions of a business should be in line with a company's overall strategy.

The course essentially takes students through three overarching pillars of the strategic management framework. First, students will be exposed to the tools and frameworks meant to analyze a firm's external environment, internal environment, and organizational paradigm (including managerial preferences). Second, students will learn how to assess a firm's existing strategy and subsequently use the information from their analysis to devise a new strategy or alter an existing one. Third, students will learn how to implement an organizational strategy by understanding the important role of organizational change and the implications of business level strategy on functional area strategies (e.g. finance, marketing, organizational behaviour, accounting, operations, etc).

The skills you develop in this course will enhance your understanding of competition and performance. This will be useful whether you plan to pursue a career in a functional area like accounting or marketing, for instance, or even if you choose to work outside of the world of business. You should find that an understanding of the basis of strategic analysis will (a) enhance your understanding of the ways in which internal factors combine with external elements to affect the attainment of personal and professional goals, b) improve your opportunities for career advancement because of your greater understanding for the underpinnings of competitive success, c) provide greater insight into the organization that you work for or invest in, and d) increase the rigor of your entrepreneurial ideas and business plans.

### Course Objectives

- To understand what strategy is and to adopt an appropriate vocabulary and tool kit to respond to strategic issues
- To understand the three fundamental pillars of the strategic management framework and their inter-relatedness
- To effectively apply the pillars of the strategic management framework to case studies, group projects, and the exam.
- To develop your team-based learning skills as a partner of a management team that varies across experiential, cultural, language, and educational divides.

### Course Format

The course uses a range of teaching mechanisms, including readings, lectures, audio/visual illustrations, case discussions, and role plays to expose students to a wide range of terms and concepts, as well as a wide range of situations that face managers and bear directly on an organizations' ultimate success. The material covered draws on an evolving body of literature in strategic management and presents the prevailing views and ideas about the manager as the architect and implementer of strategy. The course uses case studies extensively to allow students to develop and demonstrate the skills in dealing with complex situations and synthesize diverse information in order to identify the core problems and/or decisions, analyze relevant data, identify strategies that are appropriate to each situation, evaluate alternatives, and recommend specific courses of action for creative solutions to problems.

### Course Materials:

Course pack containing all required readings is available at the UVic Bookstore.

### Evaluation Elements:

Student evaluation is comprised of four components:

Preparation, conduct, and contribution	20%
Article discussion	10%
Group project	40%
Final exam	30%

### Preparation, Conduct, and Contribution - 20%

This evaluation criterion will be divided into two categories.

5 percent of this grade will be assigned to group member peer evaluation. Each group member will provide a grade ranging from 0 to 5 for other group members, based on the level of his/her contribution to the article discussion and group project. The average of all the grades from other group members will be given to each particular group member. The group member peer evaluation will take place on April 1st, 2008.

The remaining 15 percent of the grade will be assigned to classroom attendance and participation. You are expected to attend every class! All students are expected to come to class with a comprehension of the appointed reading material and a sound case analysis. Ongoing class participation is essential to our learning process and is graded as follows:

▫ Graded each class on a scale of 0-4 for both quality and quantity of participation. Please bring name cards to each class.

▫ Allocation of points for class participation in each class roughly follows these guidelines:  
No grade Absent with legitimate leave - having notified me in advance of class<sup>1</sup>

- 0 Unexcused absence/disruptive behaviour/clearly unprepared
- 1 Present but did not speak/attended half the class
- 2 Stating obvious or factual information from the case
- 3 Actively engaged with constructive comments related to the case/reading
- 4 Key insights that significantly move the class discussion forward

▫ Scores for each class are then averaged yielding a class participation for the term

▫ Students are encouraged to get feedback from me and their scores for class participation at any point during the semester. I will provide an update half way through the semester.

1 A legitimate reason could include an illness with a doctor's note or an extenuating family circumstance. Students can only exercise this privilege twice in the semester.

For those students that are not comfortable with speaking out in class, I suggest that you come to me to set up prearranged questions. Students can meet with or email me prior to class to prearrange a question that I would ask the student in the class. This would allow the student more time to devise an answer and can increase the student's level of comfort.

### **Article Discussion - 10%**

All students are required to read all assigned articles and book chapters. Your group project team, however, will be responsible for a 15 minute in-class presentation of one of these articles in which all group members have an approximately equal role. Your objective is to discuss what we can learn from this article. Aside from briefly outlining the central concepts and underlying arguments in the article, try to extend your analysis by considering the limitations of the author's argument (i.e. are there any weaknesses in the authors assumptions and/or reasoning?). Aside from outlining the author's arguments, your team should also try to connect these ideas to the concepts/frameworks we covered in previous classes (and other courses) to determine how they relate to each other. In addition, your team should try to find examples in current events (e.g., newspaper or magazine articles, etc.) that illustrate the author's arguments. Come prepared with a few PowerPoint slides that guide, summarize, and enhance your in-class effort.

Groups must select an article/session by 4pm, Friday, January 11th, 2008. A sign-up sheet will be posted on my door as of January 9th, 2008. Articles will be assigned on a first-come, first-serve basis. A slight concession will be made for the group that chooses the first article (class 2, January 15th), as a result of being first.

### **Group Project - 40%**

#### **Overview**

The group project will encompass a comprehensive strategy analysis of a company based on primary and secondary research. Playing the role of strategic consultants for your chosen company, each group is expected to comprehensively apply the three pillars of the strategic management framework. More specifically, groups are expected to conduct a thorough strategic analysis, examining the firm's internal and external environments along with the organization's paradigm and managerial preferences. Based on this analysis, groups are to advise the company on their current strategic imperatives. Do not be afraid to criticize existing strategies if it is deserved. They are then expected to provide sound strategic alternatives followed by a recommendation based on the four components of firm level strategy. Groups must back their recommendations with sound research using established criteria and support them with a concrete and detailed implementation plan.

### **Final Exam - 30%**

The final exam will be a closed book examination to test your understanding of the concepts, tools, frameworks, and key lessons covered in the course. The format of the exam will be broken down into multiple choice questions, short answer questions, and a comprehensive case analysis. Exam questions will originate from the following sources:

- Class slides
- Class readings
- Class discussions
- Class sidebars (extra content not necessarily in readings)
- Cases covered in class

Students are advised to not rely exclusively on the articles/chapters and class slides. While these sources will be central for the exam, some questions will be based on class discussion, audio/visual illustrations, mini-cases, and other material not specifically referenced in the slides.

The class readings are an important resource for students to use in the exam. It is advised that students use the readings to help in their understanding of the content on the slides. Students will not be tested on material in the readings that were not, in some way, mentioned or referred to in the class slides.

# Com 402

## Legal Issues in Management

### Text and Course Materials:

1. McInnes, Kerr, VanDuzer & Carmody, *Managing the Law*, Second Edition (Pearson/Prentice Hall, 2007) (hereinafter called “Text”).

2. There will be other materials handed out in class on an *ad hoc* basis.

3. A variety of case and statutory materials—also available on the internet—will be posted on the course “Blackboard” site. In addition, you may wish to visit the following websites:

- i) B.C. Superior Courts: [www.courts.gov.bc.ca](http://www.courts.gov.bc.ca)
- ii) B.C. Statutes and Regulations: <http://www.qp.gov.bc.ca/statreg/>
- iii) Supreme Court of Canada: [www.scc-csc.gc.ca](http://www.scc-csc.gc.ca)
- iv) Canadian Legal Information Institute: [www.canlii.org](http://www.canlii.org)

**Note:** You can link to a variety of relevant legal materials (such as the federal and provincial statutes, the Supreme Court of Canada, the Federal Court of Canada, the Federal Court of Appeal and other provincial superior courts) from the B.C. Courts’ website. A list of a few law-related websites is also posted on the course Blackboard site under “Course Information”. You may also wish to visit the Student Online Learning Centre, an internet support service maintained by the publisher of the course text, where you can access on-line quizzes, problems, chapter summaries and other helpful learning resources: [www.pearsoned.ca/mcinnes](http://www.pearsoned.ca/mcinnes)

### Course Objectives & Description:

This course will introduce you to various legal concepts about which all managers should be knowledgeable. During your business career you will undoubtedly face many of the legal issues that are addressed in this course. This course will expose you to several legal topics including: the Canadian Legal System, Civil Dispute Resolution systems (including Alternative Dispute Resolution processes), Forms of Business Organization (Proprietorships, General Partnerships, Limited Liability Partnerships, Limited Partnerships, and Business Corporations), Directors’ and Officers’ Duties and Responsibilities, Tort Law (especially Negligence and Professional Liability), Fiduciary Relationships, Intellectual Property, Contract Law, Agency Law, and Employment Law. Course components will include readings, cases, class discussion, experiential exercises and lectures. Regular class attendance is essential if you expect to do well in this course. Equally essential is being prepared for class by ensuring that you have read the material to be discussed so that you can more fully appreciate, and constructively contribute to, the class discussion.

### Evaluation:

Students’ performance will be evaluated based on the following course components:

A. Examination No. 1 (September 28th)	= 20%
B. Examination No. 2 (October 26th)	= 20%
C. Final Examination (TBA)	= 35%
D. Legal Research Paper(Group or Individual Project)	= 25%
TOTAL	100%

### Examinations:

The three examinations will test your understanding of, and ability to apply, the course concepts. Each examination will deal with the specific material that was covered in the class sessions immediately preceding the examination.

### **Legal Research Paper:**

Further details T.B.A. (see Blackboard)

### **Requirements for Graded Work:**

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your overall individual term evaluation, all members (except in extraordinary circumstances such as one more team members' failure to meaningfully participate in the assignment) will receive the same mark.

Group projects are subject to the same rules regarding academic dishonesty as govern individual assignments. Because of the unique nature of group projects, all group members should exercise special care to ensure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specified individual(s).

Attendance: The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of your learning process in this course. If you do not attend class sessions you will miss material that is not in the course text or other assigned readings. Further, regular class attendance will enhance your performance and understanding of the material since you will be exposed to your classmates' insights and the general class discussion about the course concepts.

# Com 410

## Leadership Strategies

**Prerequisites:** Organizational Behaviour and Design

**Texts:**

**Leaders: Strategies for Taking Charge**, Second Edition, Warren Bennis and Burt Nanus, Harper Collins Business, ISBN 0-060559543

**Course Objectives and Description:**

This course will provide students with an introduction to the process of leadership, and the need for a manager to acquire leadership skills.

- Understand the difference between management and leadership and the importance of mastering both processes.
- Develop and identify the skills needed to lead people in organizations.
- Create an awareness of what profiles an effective leader; thus providing a conceptual model which will guide a student's development as a manager and a leader.
- Enhance both oral and written communications - two essential skills which must be acquired by a leader.

**Course Format:**

A variety of teaching approaches are used in this course. Several movies are used to demonstrate the major skill areas of leadership, and to illustrate how each leader has a unique configuration of styles. Short lectures provide a theoretical base for understanding the process of leadership.

Short case studies as well as a variety of experiential exercises demonstrate and assist the student in developing leadership skills.

Each student is required to make three short "stump speeches," and prepare a written analysis of each movie shown in the course.

**Evaluation Elements:**

Students will be evaluated according to the following schedule:

Movie reports	40% of grade
Midterm	30% of grade
Tucker Assignment	20% of grade
Participation	10% of grade
TOTAL	100%

**Requirements for Graded Work:**

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Attendance:** The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Attendance in this course is compulsory because of the experiential content. Students absent from more than 2 classes without medical documentation will not successfully complete the course.

All written assignments are due on the last day of classes. However, it is expected that written analysis of the movies will be submitted the week following viewing of the movie.

# Com 415

## Business and Internet

### Required Texts:

- None - all readings and supplemental materials will be available online or distributed in advance.  
Your class prep assignments will appear in the weekly class preparation instructions on B-Link.

### Course Objectives and Description:

An introduction to the role of the Internet, the World Wide Web and supporting network technologies in modern business, including strategic opportunities in e-business and e-commerce. The course will draw on the expertise of guest speakers and the active participation of the class, as well as videos, projects and outside reading.

The technologies and business opportunities embodied in the Web change almost daily, so this course will evolve during the term to some extent. We will take advantage of guest speakers when their schedule permits and incorporate what's happening in the news into our weekly classes. That means that assignments can't be posted two months in advance, but I will always post readings at least one week in advance and give you at least two weeks to prepare any hand-in assignments. You will have the information to begin your major term project by the second week of the course.

### Course Format:

This course will combine seminar style discussion, in-class case analysis, guest speakers and independent research to introduce you to the concepts and business issues facing managers as they deal the new realities of electronically-mediated business.

Learning is an active process -- the more active you are, the more you will learn. Therefore, the course will rely heavily on outside reading and preparation to make maximum use of in-class time. In addition, every member of the class is expected to contribute to the group's learning through discussion, debate, interaction with guest speakers and participating in class discussion boards when those are made available.

### Email:

Email is often the fastest way to reach me, and I tend to check my email regularly. But please do not simply assume that I will see messages sent between 7 pm and 9 am on weekdays. I occasionally check my business email on weekends, but it may be Sunday evening before I see messages sent on the weekend. In the event of an emergency, be sure to flag your email as urgent.

### Laptops and Other Electronic Devices in Class:

This is a seminar class, in which your active participation makes all the difference to the success of the course. As a result, the use of laptops, iPads, cell phones, Blackberrys, PDAs and other electronic devices during this class is not permitted. Complaints from students, comments from guest speakers, and past experience have demonstrated that such use is distracting and lessens the quality of the class for others.

There will be times when we want to take advantage of online resources during class, and I'll let you know in advance that we have a class coming up in which tech use is appropriate.

If you have a documented learning disability that requires computer support during class, please come talk to me and together we will work out an appropriate accommodation for you.

I will ensure that the overheads and other class materials are available on B-Link no later than 9 a.m. the morning of class. If we are unable to get guest speaker materials up in time, I will provide printouts for everyone in the class. Thank you in advance for your cooperation with this policy!

### **Evaluation Elements:**

**8-Link** Assignments Students will be evaluated according to the elements listed below. All elements are required; students who fail to complete and submit any element will receive a mark of zero on that element and a grade of “N” in the course. Students must receive a passing grade on the final exam to pass the course; students who fail the final exam will receive a grade of “F” in the course.

Title	Individual or Group	Type	Weight / % of grade
Com415: Participation	Individual	Participation	20%
Com415: Assignment 1	Group	Hand-in	5%
Com415: Assignment 2	Group	Hand-in	15%
Com415: Project	Group	Presentation and take-away	30%
Com415: Final exam	Individual	Exam	30%
Total			100%

### **Requirements for Graded Work:**

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. “Social loafing” or coasting on the work of others will not be accepted - groups are responsible for ensuring that each member contributes equitably to the products that bear their name. I will advise or assist in extreme cases, if informed of problems early enough to do so.

Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

# Com 425

## Taxation for Managers

**Prerequisites:** Financial and/or Management Accounting

**Texts:**

Canadian Income Taxation: Planning and Decision Making, Buciworld, W., 9th Edition, McGraw Hill Ryerson, 2006.

**Course Objectives:**

Objective: Tax planning has a significant impact on the business decision making process. Often the form of business organization, the expansion process, the raising of capital, and the form of business acquisitions and divestitures are significantly influenced by alternative tax treatments. While the structure of the tax process is highly technical, the application to the business decision making is not.

The first half of the course will concentrate on the fundamentals of the tax system as it applies to all taxpayers. The second half will develop alternative forms of business organizations from a tax perspective and establish basic tax planning techniques which attempt to maximize cash flows and returns on investments. While the emphasis is on business decision making, the course includes a review of personal financial planning and investment decisions.

**Method of Instruction:**

Classes will consist of a combination of lectures and discussion of assigned readings and case studies. In order to establish a base for the application of tax planning activities the first half of the course will be weighted towards readings and lectures.

**Evaluation Elements:**

Students will be evaluated according to the following schedule:

Term Assignment #1	10%
Term Assignment #2	10%
Mid-term Exam	30%
Class Participation	10%
Final Exam (case study)	40%
<b>TOTAL</b>	<b>100%</b>

**Requirements for Graded Work:** (Description of evaluation standards for evaluation elements)

**Group Work:** The purpose of group work is to enhance your skill working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Attendance:** Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to a better performance in the course. Students with unexcused absences from more than three (3) class sessions will be penalized by receiving a grade of zero (0) in class participation.

# Com 426

## Management Accounting II

### Texts:

Required: Cost Accounting: A Managerial Emphasis (5<sup>th</sup> Canadian Edition by Charles T. Horngren, George Foster, Srikant M. Datar, Maureen Gowing - Pearson Canada Inc. / Prentice Hall 2010)

### Note re Additional Text Material:

The above-noted text comes with a student access code card to MyAccountingLab, which is an on-line service provided by the publisher. MyAccountingLab includes additional questions and answers along with additional relevant study materials. While this is not required for the course, it is very helpful. It can be purchased with the textbook, or separately, online.

### Course Objectives and Description:

This course builds on management accounting concepts covered in the introductory management accounting course and assumes a good knowledge of the fundamentals and familiarity with the basic concepts of quantitative analysis. The material already covered in the introductory course will not be reviewed extensively in class, so if you are weak in a particular area, you should review it carefully.

The course is designed to be transferable and satisfy the requirements of other second level management accounting courses. It should satisfy the requirements of the CMA, CGA and CA programs.

The objective of this course is to provide you with technical tools and concepts that managers use to carry out three major functions of management accounting: score-keeping, attention directing, and problem solving. Many of the tools and concepts in this course are applied widely in the business world. Although management accounting information is usually prepared by accountants, it is used in all functional areas of business: marketing, production, personnel, finance, etc. Regardless of your occupational aspirations or goals, this course should help you in acquiring key tools often utilized by effective managers.

The course objectives are to provide you with technical tools and concepts that managers use to carry out three major functions of management accounting: score-keeping; attention directing; and problem solving. Students who successfully complete the course will be able to:

- Prepare and analyze a Schedule of Cost of Goods Manufactured and related income statement
- Understand and apply various types of cost definitions and use them to construct budgets
- Develop and compare flexible budgets and master budgets to actual results
- Compute and interpret price, efficiency, volume, mix and yield variances
- Prepare income statements using absorption and variable costing and analyze the effects of each method on performance evaluation decisions
- Calculate the different methods of allocating support department costs, common costs, joint product costs and analyze the effects of each method on decision making
- Analyze and solve process costing problems
- Understand and compute various models relating to inventory management

### **Course Format:**

Lectures on relevant managerial accounting concepts combined with analysis and class discussions will be the principal method of instruction.

Readings and problems will be assigned weekly to aid the understanding of the material discussed. Problems will be assigned one week in advance of each class session. **Students are expected to come to each class having read the assigned readings and be fully prepared for active discussion including prior completion of the assigned exercises and problems.** Developing a full understanding of the course materials is enhanced by completion of all assigned exercises and problems and students are strongly encouraged to complete these as a minimum. It may be helpful to meet with fellow students, after having attempted the exercises and problems individually, to verify answers and work out any difficulties. Exercises and problems will be reviewed in class.

Your class participation grade will be based on your analysis and discussion of the problems in class, your attendance in class and your overall participation during class sessions (see below).

### **Evaluation Elements:**

#### **8-Link** Assignments

Students will be evaluated according to the following schedule:

Title (begin with Course Code)	Individual or Group	Type (Exam, Hand-in Assignment, Presentation)	Due Date (m/d/yyyy hh:mm AM/PM)	Weight / % of grad	Description
COM 426: Participation and	Individual	Participation	Throughout the course	10%	
Mid-term Exam # 1	Individual	Exam	06/04/2012 10:00	20%	
Mid-term Exam # 2	Individual	Exam	07/11/2012 10:00	20%	
Final Exam (Comprehensive)	Individual	Exam	To Be Determined	50%	
Total				100%	

### **Requirements for Graded Work:**

Description of evaluation standards for evaluation elements.

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

**Participation:** Your class participation grade will be based on a number of factors. It will consider your analysis and discussion in class of problems, the questions that you ask, your level of preparation when you come to class, your attendance and your overall level of involvement in the class. An average participation grade would typically be in the B or B+ range.

# Com 435

## Corporate Relations

### Course Pack (Required):

This course will feature a number of required case studies and articles which can be purchased from Harvard Business Publishing through the following link: <http://cb.hbsp.harvard.edu/cbmp/access/57471078>. Additional links and class slides will be posted to CourseSpaces if they are added to the syllabus during our class.

### Course Objectives and Description:

The purpose of this course is to examine the relations of a corporation to its stakeholders and public - matters that are becoming ever more complex. More specifically, the following relations of the corporations will be studied and discussed:

- the employees
- the stockholders
- competitors
- customers
- unions
- government
- NGOs and other stakeholders
- the general public

Additionally, major issues arising from these relationships will be examined such as downsizing, the natural environment, industrial espionage, and employee responsibilities to the corporation, as well as corporate responsibilities to society in general. The emphasis of the course will be placed on the need to operate in an honest and ethical way while remaining profitable and competitive in a fast changing world.

### Course Format and Assignments:

Each class will include a short lecture and class discussion, focused on the identified topic of the week (see week by week outline), followed by a presentation of the week's case study by a student group. All students will be required to present at least on one case. Depending on class numbers, and in order to help keep group sizes manageable, some weeks we may have two groups presenting different perspectives from the same case. A sign-up sheet will be brought to the first class so all students can choose which case they would like to present. Please take a quick look at the cases prior to coming to our first class so you can determine which one interests you.

### Evaluation Elements:

All students will be graded based upon the following:

Case study presentation 20%  
Class participation (including peer reviews) 10%

Midterm exam 20%  
Final Group Presentation 20%  
Final Assignment (Due December 7, 2016) 30%

**Requirements for Graded Work:**

Description of evaluation standards for evaluation elements.

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Attendance in this course is compulsory because of the experiential content. **Students absent from more than 2 classes without medical documentation will not successfully complete the course.**

# Com 446

## Investments

### Course Material:

Textbook: *Fundamentals of Investments*, 2015, ISBN: 9781259459160, McGraw-Hill Create™ custom textbook based on Jordan, Miller, Dolvin, 7th edition, 2015.

Problem sets, assignments and term projects: Downloadable from CourseSpace.

### Course Objectives and Description:

This course will deal with the fundamental principles and issues that are crucial to understanding the securities traded in international financial markets. The main topics include market structure, asset allocation, valuation and trading of stocks, bonds, options and futures.

The objective of the course is to assist students to acquire knowledge of investments. Upon completing the course, students should be able to define the basic terminology, to understand theoretical relationships, and to apply the analytical techniques covered in the course to various investment decision-making situations. Students are also expected to acquire knowledge of the relevant Canadian institutional environment in which investment decisions are made.

### Course Format:

In keeping with the objectives of this course, lectures will be given to each topic. Problems and readings will be assigned. Students are expected to come to the class fully prepared for discussion of assigned material. Questions will be asked and discussed in class and students are expected to actively participate in these discussions. *Cold calls may be made*. Students are encouraged to read business newspapers, such as Wall Street Journal and Financial Post. We will discuss current events in class.

### Evaluation Elements:

Students will be evaluated according to the following schedule:

Title	Individual or Group	Type	Due Date	Weight / % of grade	Description
Class Participation	Individual	Other		Every class	10%
Exercise 1 and 3	individual	Hand-in Assignment		Exercise 1: Sept.21	1%
				Exercise 3: Nov.14	1%
Portfolio Simulation Report	Group	Hand-in Assignment		11/30/2016	13%
Stock Valuation Report	Group	Hand-in Assignment		11/23/2016	15%
Mid-term Exam	Individual	Exam		10/17/2016	20%
Final Exam	Individual	Exam		To be announced by the Office of Registrar	40%
Total				100%	

### Course Experience Survey:

The BCom Program and its instructors value your feedback. As with all of our courses, you will have the opportunity to complete a confidential course experience survey (CES) about your learning experience in this class. The survey is vital to providing feedback to me regarding the course and my teaching, as well as to help the Program make improvements.

Time will be set aside in one of the last sessions in the course for you to complete the online survey in class; you will need to use your UVic NetLink ID to access the survey, which can be done on your laptop, tablet or mobile device. I will remind you in advance of that class to bring your device to complete the survey. As well, toward the end of the course, you will also receive an email inviting you to complete all of your course surveys. If you do not receive an email invitation, you can go directly to <http://ces.uvic.ca> to complete the survey if you don't do so in the time provided in class.

### Requirements for Graded Work:

**Class Participation** includes: attendance at the beginning of class; participation in class discussions by adding new information and competently answering questions; providing solutions to the questions in the teaching notes; exhibiting ethical behavior, professionalism and integrity.

Students are expected to come to the class fully prepared for discussion of assigned material. Participation and class attendance are important parts of the learning process in this course. Attendance exposes you to material not covered in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course.

Attendance will be taken at the beginning of class. If you arrive late, you will miss that portion of the CP assessment but can still achieve CP marks with active participation once you arrive. Excuses accepted are medical or UVic representation in competition.

**Exercise 1 and 3:** Students will work independently on the assigned problems and submit their answers on the due date at the beginning of class. Late assignments will not be accepted.

**Global Portfolio Simulation:** Students will organize themselves into groups (maximum of six members). The group will act as decision-making units to participate in the simulation of trading stocks, bonds, options and futures in global markets. Each group will submit a written report, including investment strategy, trading history, ending portfolio and a summary of learning from the simulation. Details will be discussed in class.

**Stock Valuation Report:** Students will work in groups (maximum of six members) to prepare a stock valuation report on a stock chosen by the instructor. The report will include an analysis of the industry outlook and security valuation. Details will be discussed in class.

***Global Portfolio simulation and stock valuation report must be done in groups. As new investors, students should learn from their team members.***

The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Exams:** Both exams are closed-book and consist of multiple-choice questions and short answer problems. There will be no make-up exam for the mid-term. If you miss the mid-term exam for a legitimate reason, the corresponding weight will be transferred to the final exam. ***Do not book your travel plans before you know the final exam schedule (December 5-19, determined by the Office of the Registrar).*** No final exam will be given outside of the UVIC schedule.

# Com 450

## Selected Topics in Management

Topics vary from term to term.

# Com 495

## Marketing Communications

### Texts:

K. Clow & D. Baack, and J. Peloza, **Integrated Advertising, Promotion and Marketing Communications**, Canadian Edition, Pearson Canada Inc., 2013 or e-version.

### Readings:

A few readings and/or cases may be distributed in class.

### Course Objectives and Description:

This course will introduce students to the fundamentals of effective marketing communications from planning through implementation. The course will highlight the benefits of integrating advertising, sales promotion, public relations, and direct marketing tools, among others, to achieve superior marketing communications results. Emphasis will be placed on the strategic aspects of managing the marketing communications function to ensure that efforts contribute to the achievement of marketing and organizational goals. At the conclusion of the course, students will be able to demonstrate the principles of research, analysis, communication and evaluation as they pertain to promotional strategy.

By the end of the course, students will know how to:

- make effective marketing communications decisions to forward marketing and organizational goals
- provide a rationale for strategic decisions based on communications theories and concepts
- appreciate the role of integrated marketing communications in today's global marketplace
- identify the communications implications in management decisions
- critically evaluate effective communications strategies and tactics
- write a comprehensive communications plan
- develop consistent messages across audiences and media
- understand the process of campaign execution
- understand the role that advertising, public relations, sales promotion, direct marketing and personal selling play in an integrated approach
- understand the role of social media in an integrated campaign
- understand the elements comprising an effective media plan
- appreciate some of the key organizational considerations required in managing the marketing communications function within an organization
- appreciate the key elements required to manage an effective client/agency relationship

**Course Format:**

**Key Course Elements (subject to class size):**

**Client Project**

Students will complete a major group project which simulates the “real-world” process an advertising agency undertakes in identifying and implementing an effective communications plan from research to concept development through to final client presentation. Working with actual businesses requiring marketing communications plans, students will develop all of the elements of an effective communications plan, as discussed in class, including creative execution. On the last day of class, students will have an opportunity to present their final recommendations to the client with whom they have been working throughout the term.

**Ad Sample & Critique**

As consumers we are bombarded with thousands of communications messages every week. There are no shortages of examples of advertising, public relations, sales promotion, direct marketing, and personal selling in our environment. During the course, students will explore some of these messages by bringing samples to class.

**Evaluation Elements:**

Students will be evaluated according to the following schedule:

Evaluation Element	Individual or Group	Type (Exam, Hand-in Assignment, Presentation, Quiz, Other)	Due Date	Weight / % of grade	Description
COM 495: Week 3 - Ad sample and critique	Partners	In-class	As assigned	5%	Student partners will be assigned to present their ad critique during one of the 13 classes.
COM 495: Week 7 - Target audience and objective analysis	Group	Hand-in	10/19/2012 8:30am	10%	Hard copy hand-in at the beginning of class
COM 495: Week 9 - Midterm Exam (closed book)	Individual	Exam	10/26/2012 8:30am	30%	<b>Please note that students must achieve a passing grade on the midterm exam, the only individual</b>
COM 495: Week 12 - Client project	Group	Presentation and 2 hard copy Plans	11/30/2012 8:30am	40%	
COM 495: Class participation	Individual	Other	On-going	15%	
Total				100%	

Please note that all evaluation elements/graded components listed above must be completed by the student or the student will receive an N grade.

**Requirements for Graded Work:**

Description of evaluation standards for evaluation elements:

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. For the final client project, all members of the group will receive the same grade where effort has been equivalent. However, “social loafing” is not tolerated

in this course. The instructor reserves the right to adjust an individual grade should she receive evidence that a student has not applied equal effort in the delivery of the final project.

**Attendance:** The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the textbook and readings, to your classmates' insights and helps to clarify material that can lead to better performance in the course. The hands-on, “real world” format of this course necessitates that students actively participate in its delivery. Students are asked to work together effectively in discussing key concepts, challenging assumptions and furthering understanding. A class participation grade is **earned** by active and thoughtful participation in class discussions and breakout workshops. **Missing more than two classes without PRIOR approval from the instructor or a medical certificate will be grounds for designating a failing grade.**

# ENT 402

## Entrepreneurship & Small Business for the Non Specialist

**Prerequisites:** Organizational Behaviour and Marketing

**Texts:**

Coursepack available from the UVic bookstore

**Course Objectives and Description:**

The purpose of this course is to introduce the student to the mechanics of setting up and successfully operating a small business.

**Course Format:**

The format is a combination of short lectures and case studies. Students will be organized into small groups for the purpose of case discussing and preparing and presenting a business plan for an entrepreneurial venture of their choice.

**Evaluation Elements:**

Midterm	25% of grade
Business Plan	30% of grade
Final	35% of grade
Participation	10% of grade
TOTAL	100%

**Requirements for Graded Work:**

Description of evaluation standards for evaluation elements.

**Group Work:** The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

**Attendance:** Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. Attendance is compulsory. Students absent without a medical note will be docked three marks for each absence.

**Grading Scale:**

All grades are reported to the Registrar as letter grades. Graded material in this course will be marked using percentages. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade	Grade Point Average
90-100%	A+	9
85-89%	A	8

80-84%	A-	7
76-79%	B+	6
72-75%	B	5
68-71%	B-	4
64-67%	C+	3
55-63%	C	2
50-54%	D	1
0-49%	F	0

# IB 301

## International Business

**NOTE:** Not open to students registered in COM 361

### Text:

Charles Hill, International Business: Competing in the Global Marketplace, 6<sup>th</sup> Edition, (McGraw-Hill / Irwin, 2007, ISBN#0-07-310255-5)

### Course Objectives and Description:

Today it is nearly impossible to find an example of a purely domestic business—one that is completely insulated from events outside the home country's borders. Business is increasingly global, which for Canadian companies and managers means both increased opportunities (e.g., new markets, customers, and production locations), increased threats (in the form of foreign competition), and increased challenges (e.g., how to deal with cultural differences, how to manage the increased complexity of global operations). This course focuses on several key aspects of doing business globally, including:

- the forces of globalization,
- how business conditions and practices differ from country to country,
- free trade and protectionism,
- exporting, licensing, and foreign direct investment,
- exchange rates and the complications that arise when dealing with multiple currencies,
- strategic and organizational issues for multinational firms.

We will not cover these subjects exhaustively—that would be impossible. In fact, there are specialists who devote their entire careers to studying just one facet of these topic areas. Instead, this is a survey course, designed to give everyone a basic understanding of the global business environment and an enhanced capacity to function successfully in that environment.

### Course Format:

The course will follow the order outlined in the Schedule (below). Lectures will cover important concepts, while videos, cases, and other activities will be used to illustrate key issues.

There will also be a group project (4-5 students per group). The group project assignment is:

- a. Choose a company that you know or are interested in. The company must have some involvement in international business.
- b. Research / learn about the international side of the company's business:
  - What do they do (internationally)?
  - The history of, reasons for, and evolution of international operations
  - The level of success of international operations

Note: While this is not always possible, it will be a plus if you can get some information for your project directly from the company (by communicating with managers).

- c. Analyze the company's level of international success
  - What are the key reasons for their success internationally (if they have been successful)? What are the key reasons for their lack of success (if they have been less successful than hoped)?
  - What is the biggest challenge the company has had to overcome in its international operations, and how did it overcome that challenge?
  - What is the biggest challenge the company faces now or in the future of its international operations, and what are your recommendations for overcoming that challenge?

For the project, each group will deliver a presentation in class (dates: November 15, 22, 29) and a written report (15 pages maximum, due December 3) .

**Evaluation Elements:**

Students will be evaluated according to the following schedule:

Cultural diffs note	5% of grade
Mid-term exam	30% of grade
Final exam	30% of grade
Class participation	10% of grade
Group project presentations & reports	25% of grade

**Requirements for Graded Work:**

Description of evaluation standards for evaluation elements.

Group Work: The purpose of group work is to enhance your skill in working collaboratively. When a group-based assignment forms part of your evaluation for a grade, all members of the group will receive the same grade. Any exception to this policy, such as adjustments for relative contribution, will be specified in writing prior to the grading of the assignment.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an important part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates’ insights and helps clarify material that can lead to better performance in the course.

Class participation: By class participation, I mean coming to class and participating actively. Both amount and quality of participation count. “Quality” participation includes comments and questions that push the class forward and contribute to everyone’s learning, including questions or comments that present a different viewpoint or offer a new element or fact. Please don’t be afraid to speak up; I don’t consider any questions or comments to be “dumb.”

**Grading Scale:**

All grades are reported to the Registrar as letter grades. The following equivalents will be used to convert percentages to letter grades:

Percentage Range	Letter Grade
90-100%	A+
85-89%	A
80-84%	A-
76-79%	B+
72-75%	B
68-71%	B-
64-67%	C+
55-63%	C
50-54%	D
0-49%	F

Final course grades are official only after they have been signed by the Program Director and may be subject to change up until that point.

# IB 408

## International Legal Relations

**Prerequisites:** International Business

**Textbook:**

*International Business Law: Text, Cases, and Readings*, by Ray August (2013, 6th edition available from bookstore or paperback international version sometimes available for online purchase.)

**Course Objective:**

From the *University of Victoria Calendar*:

"The legal aspects of various international economic organizations including the World Bank, the International Monetary Fund, and the General Agreement on Tariffs and Trade (GATT). Canadian administrative law aspects relating to regulation of trade will be analyzed in the economic and political setting of the world community. (*Prerequisite:* IB 301 or COM 361 and fourth year standing or the permission of the Program Director)."

This course examines the legal organization of the international community; international legal aspects of trade, development, and economic cooperation; as well as international technical, social, and cultural cooperation. One of the learning objectives of the course is to provide an understanding of the legal mechanisms which govern relations between nations; between nations and foreign individuals; and between foreign individuals.

The topics which will be covered in the course include:

international and comparative law; responsibilities of states for the treatment of aliens and foreign businesses; international dispute settlement; the multinational enterprise international trade in goods; international regulation of intellectual property; international regulation of services and labor; international regulation of money and banking international sales; international transportation rules; international regulation of financing international taxation rules; and foreign investment.

**Methodology:**

Instruction will principally consist of a lecture on each topic supported by questions posed to the class. It is essential that students read ahead in order to be able to follow the lectures and answer questions in class. As part of the presentation of material, every student will choose three legal cases or judgments - from the text summaries of legal decisions in important cases - to present to the class. Students are recommended to use the online companion materials for the course found on CourseSpaces.

**Evaluation:**

Student grades in IB 408 will be determined on the basis of performance in the following assessments

1. One 70 minute, closed-book, in-class quiz (Chapters 1-4) 30 % of final mark
2. One 70 minute, closed-book, in-class quiz (Chapters 5-8) 30 % of final mark
3. Three in-class presentation of an international case from the text 10 % of final mark
4. One 70 minute, closed-book, final examination (Chapters 9-13) 30 % of final mark

Total: 100%

### University Calendar:

Students are encouraged to read the regulations applicable to the course found in the *University of Victoria Calendar*.

### **Attendance**

The Senate of the University states that "Students are expected to attend all lectures in each course for which they are enrolled". Regular attendance and preparation will enhance students' contribution and success in the course.

### **Assistance with your work**

If a student intends to seek help or receives help from anyone on any coursework that will be evaluated in this course (ie help from another student, a tutor or anyone), **you must get my permission in advance to submit that work for evaluation**. Failure to do so will be treated in accordance with the university and faculty policies on plagiarism.

### Group Projects and Group Work:

Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to ensure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members may be held jointly accountable unless the violation can be attributed to a specified individual or individuals.

Some courses, while not requiring group projects, encourage (or at least do not prohibit) students to together in groups before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

### Reading and Topics List (approximate):

<b>Week Beginning</b>	<b>Topic</b>
12 September	<i>International and comparative law</i> , Text Ch. 1
19 September	<i>State Responsibility for the treatment of aliens and foreign businesses</i> , Text Ch. 2.
26 September	<i>Dispute Settlement</i> , Text Ch. 3
3 October	<i>The Multinational Enterprise</i> , Text Ch. 4.
10 October	<b>Thanksgiving Day ( No Class )</b>
<b>TBA</b>	<b>In Class Quiz, Chapters 1-4</b>
17 October	<i>Foreign Investment</i> , Text Ch. 5.
24 October	<i>Money and Banking</i> , Text Ch 6.
31 October	<i>Trade in Goods</i> , Text Ch. 7.
7 November	<b>In Class Quiz, Chapters 5-7</b>
9-11 November	<b>Reading Break</b>
14 November	<i>Services and Labour</i> , Text, Ch. 8
21 November	<i>Intellectual Property</i> , Text Ch. 9
28 November	<i>Sales</i> , Text: Ch. 10
30 November	<i>Financing</i> , Text: Ch. 12
30 November	<b>Last Class</b>

***Date of Final Examination to be announced***

# IB 415

## Cross-National Management

**Prerequisites:** Organizational Behaviour and International Business

**Text:**

International Management, customized textbook prepared by Carmen Galang for IB 415 Fall 2005, ISBN 0-07-097680-5.

**Course Objectives and Description:**

The decades after World War II have witnessed an enormous increase in the movement of goods, services, ideas, information and expertise across national boundaries, and a tremendous growth of transnational organizations, including multinational corporations (MNCs) and other forms of international alliances. The world has begun to resemble a global village (see *The Meaning of Globalization* in the Course Documents section of Blackboard). At the same time, dramatic demographic changes in the workforce are occurring in Canada. Tomorrow's managers, in domestic or overseas assignments, will increasingly work with people from different countries, cultures, ethnic groups and races. In such an environment, managers are faced with the following key issues:

1. How do people from other countries behave or act? In what ways are they different and in what ways are they similar?
2. What possible forces or factors account for such differences?
3. How do I manage the transfer of practices (that is, successfully introduce new or other ways of doing things) to a different country setting? How do I manage the transfer of people across borders, including myself?
4. Is the international career for me?

The objectives of this course are to sensitize you to cross-cultural differences, and help you acquire the knowledge and skills necessary to interact with people from different cultural backgrounds, and thus to be able to operate effectively in foreign environments.

**Course Format:**

There will be a combination of different learning activities: readings, short lectures, video presentations, class exercises, assignments, and group work.

**Evaluation Elements:**

Students will be evaluated according to the following schedule:

Group Project	25%
Class Participation	15%
Midterm Exam	30%
Final Exam	30%
Total	100%

**Requirements for Graded Work:**

Group Project: The purpose of the group project is to enhance your skill in working with people from different cultural backgrounds. The group project is a training instrument, consisting of original culture assimilators for a country selected by the group.

Your group participation will be evaluated by the other members of your group, covering your contributions to the group project and 2 group exercises/assignments (see the Course Schedule below). Before beginning the group project, you will agree on the criteria for evaluating each member's participation in the group. A copy of the performance evaluation form you will use should be submitted before your group works on the group project as part of the Group Contract. Your evaluation of the other members of your group should be submitted at the same time as the written report (that is, the culture assimilators). If your average group participation rating by the other group members is between 3.00 and 3.75, 5% will be deducted from your group project grade; 10% if your average rating is less than 3.00 but more than 2.00; 15% if less than 2.00.

More detailed information is provided in a separate document posted in the Course Information section of Blackboard. *Please note that deadlines will be strictly adhered to, and deductions will be made on papers submitted after the deadline indicated in the Course Schedule. Deductions on class participation will also be made for late or non-submission of peer evaluations.*

Class Participation: You are expected to come to class prepared. This means that you should have read all required reading assignments for the class, as well as any exercise or case materials that need preparation. *Please note that you may be called upon during class to answer questions.* Participation in class includes handing in exercise or case materials or assignments as needed; answering questions, raising points, sharing insights or experiences that contribute to a better understanding of the required readings or better awareness of the implications and issues involved; sharing current news items from your reading of business periodicals relevant to the topic for that day. More guidelines are provided in a separate document (Course Information section). *Please note that only exercise or case materials handed in during class will be accepted and counted towards your participation mark.*

The University of Victoria Calendar states: "Students are expected to attend all classes in which they are enrolled." While attendance will not be marked, attending class is an important part of the learning process. Attendance exposes you to material not in the readings and to your classmates' insights, and helps clarify material that can lead to better performance in the course. Being present of course also gives you the opportunity to participate actively.

Examinations: There will be two examinations, both of which will be closed-book. Both exams are designed to test learning at different levels: the acquisition and integration of knowledge, the elaboration of acquired knowledge, and the application of the acquired knowledge. The schedule and the room assignment for the final exam will be announced later. *Do not make arrangements for leaving University before you know the schedule for the final exam.* No final exam will be given outside of the schedule; missed exams will be handled in accordance with the requirements stated in the University Calendar.

# IB 416

## International Marketing

**Prerequisites:** Marketing and International Business

**Course Materials:**

International Marketing, 1<sup>st</sup> Canadian edition, Philip R. Cateora and John L. Graham, McGraw-Hill Irwin, 2006.

Case pack

**Course Objectives:**

This course is intended to provide students with an understanding of international marketing in the context. Such understanding will involve doing business in foreign markets and the challenges facing firms entering into new and unfamiliar environments. Topics to be addressed include foreign market analysis, entry mode choice and implementation of the marketing mix.

The course will require active participation from all students. A combination of pedagogical methods will be used, including lecture, case analysis, role play, and group project. Background readings must be read before each session.

Achieving the Course Objectives

**Cases**

Cases play a central role in the learning experience of this course. While cases require a significant preparation effort from both the students and the professor, they reflect actual "real world" decision situations and will help you develop the decision making skills that you will need throughout your careers. Don't be disheartened that some of the decisions you will be asked to make may seem complex or that information you think is critical to making a decision may be missing. Marketers usually don't have the time or ability to get all of the information that might be relevant to a decision imperfect - we make reasonable assumptions and carry on - and check those assumptions that are most critical.

**Lecture/Discussion**

Class time will also be used for traditional lectures and discussions of key issues and theories (models and frameworks) raised in the text and any other assigned readings that can help managers make decisions. These lectures do not cover all material for which you are responsible. Ask questions if you do not understand something you have read. Use blackboard to e-mail us questions if you do not feel comfortable asking them in class.

**Guest Speakers**

Occasionally guest speakers will be invited to class to share their experiences and insights. Views expressed are the personal opinions of the speakers and may not represent the views of their organizations or of the Faculty. To maintain an atmosphere of candid interaction it is imperative that students respect any requests by guest speakers for confidentiality. Any concerns about opinions or comments expressed by a guest speaker should be brought to the attention of the instructor.

### **Evaluation Elements:**

Class participation	10%
Individual case analysis (2 case write-up)	30%
Group project	30%
Final Exam	30%
Total	100%

### **Requirements for Graded Work:**

#### **Class Participation and Contribution (10%)**

Full and active participation, including the active involvement of classroom discussion, the participation of game and role play, is expected during all class sessions. Regular attendance is a necessary prerequisite for such participation, but by itself is not sufficient. From the second week of the semester, students will be evaluated each session on their contribution to the overall learning experience. Students with unexcused absences from more than 2 class sessions will be penalized as follows: they will receive a grade of 0% for class participation for each class that is missed, where each class contributes 5% to the total class participation grade. It is also the students' responsibilities to keep good control of classroom. Students who affect classroom control for more than 2 times will be penalized in the same way.

#### **Individual case analysis (30%)**

Each case analysis counts 15%. Students will prepare a written analysis of any 2 of 3 designated cases. Students will choose which 2 of the 3 possible cases to submit at the end of the class session in which the case is discussed. No late submissions will be accepted, and no more than two submissions will be considered. All submissions must be individual and unique.

The case analysis should clearly define the problem, analyze the issues involved in resolving the problem, evaluate alternative solutions to the problem, and make clear recommendations to management.

The written case analysis should consist of no more than 5 pages of text (12-point font, 1" margins, double space) with up to 2 additional pages of quantitative information in exhibits.

#### **Group project (30%)**

Same project group will prepare a comprehensive international marketing plan and present this plan in class. The company details will be announced later.

Students will develop a plan to introduce its major product into one of 7 designated foreign markets. The report and presentation should take the form of a brief to the company covering political, legal and cultural factors that are important to consider in entering the market, and provide a complete implementation program for them to consider.

The oral presentation counts 10%. The written report counts 20%. In both instances, content as well as style are important. The presentation should last no longer than 20 minutes. The written report should consist of fewer than 10 pages of text (12-point font, 1" margins, double space), with up to 5 additional pages of quantitative information in exhibits.

NOTE: The purpose of group work is to enhance your skill in working collaboratively. Project group members should discuss their expectations and develop norms for group work. At the end of the semester, students will complete peer evaluations based on participation throughout the semester.

Participation includes quality and quantity of contributions. Quality participation means adding value-sharing thoughtful insights, suggesting examples and applications of key concepts, sharing personal experiences and perspectives, providing constructive challenges or critiques, encouraging others to participate, and not dominating conversation excessively. Sometimes students hesitate to speak up. Sometimes students dominate discussions. The best contributors ask for feedback from other group members to make sure that their contributions are appropriate.

# IB 417

## International Finance

**Prerequisites:** Management Finance and International Business

**Course Material:**

**Textbook:** Eun C., B. Resnick and D. Brean, *International Financial Management - Canadian Perspectives*, McGraw-Hill, 2005 (ISBN: 0-07-091228-9).

**Course Pack:** Available from the bookstore and includes one note and three case studies.

**Problem sets:** Downloadable from Blackboard and provide practice questions and problems.

**Readings:** Additional readings about selected topics will be posted on Blackboard during the term. It is also highly recommended that you read at least one well known international newspaper on a regular basis (i.e. The Wall Street Journal, Financial Times). The textbook website ([www.mcgrawhill.ca/college/eun](http://www.mcgrawhill.ca/college/eun)) also offers a valuable online resource with additional readings and practice exercises and quizzes.

**Course Objectives and Description:**

This course introduces students to the fundamental principles and issues related to both international financial markets and the financial operations of firms in such international environment. Topics covered include international monetary system, foreign exchange markets, international parity conditions, foreign exchange risk exposure, hedging with currency derivatives, and financing the firm in the global capital market.

The primary objective is to expose students to the quantitative financial problems encountered by firms with substantial international activities. As a 4th year finance course, concepts covered in previous finance courses will be incorporated. Students will be expected to have a good working knowledge of these concepts. However, the course involves more than just analyzing figures and making calculations. International financial management also includes historical, political, economic, and even psychological components that are critically important qualitative aspects of the course. Such aspects will be illustrated through case studies, in addition to practicing the analytical techniques through short problems and exercises solved in class.

**Course Format:**

Lectures will be the principal method of instruction. Problems and short cases will also be assigned and discussed in class. You should **regularly check the “Assignments” section on Blackboard** for a list of exercises and other assignments. **Students are expected to come to class fully prepared for the discussion of pre-assigned problems and readings.** You are also highly encouraged to read the textbook chapters before coming to class.

**Evaluation Elements:**

The final grade will be determined according to the following weights:

In-Class Exercises and Participation	10%
First Exam (Oct. 5)	30%
Second Exam (Nov. 16)	30%
FX Simulation Assignment 1	5%
Research Project (Report & Presentation)	15%

### **Requirements for Graded Work:**

**Exams:** Both exams are closed book and consist of short problems and multiple-choice questions. There will be **no make-up exam** for the mid-term. If you miss this exam for a legitimate reason, the corresponding percentage will be transferred to the second exam which will then count for 60% of the total grade.

**Assignments:** In the first assignment, you will be asked to work with a partner and practice some currency trading using the **Oanda FXGame** simulation. A written report on this activity must be submitted. For the second assignment, topics will be assigned or chosen by groups (maximum of four students). Each group member will conduct his or her own research and prepare an individual 'stand alone' report on an aspect of the group topic. The presentations will take place during the classes. Detailed descriptions and guidelines for both assignments will be posted separately on Blackboard. Late assignments will not be accepted.

**In-Class Exercises and Participation:** involves three components: **exercises** (in-class and assigned), **participation** in class discussions, and **attendance**. At each class, a number of students will be asked to provide a solution to previously assigned exercises or comment on selected readings. When required, short reports on assigned cases or readings must be submitted in writing prior to class discussions. For the participation component, students are encouraged to actively engage in class discussions, but if you would feel more comfortable, you may submit your opinions on class topics to myself via email. Attendance exposes you to material not in the readings, to your classmates' insights and helps clarify material that can lead to better performance in the course. If a situation prohibits you from attending a class, please discuss it with me at least 24 hours prior to the class you will miss.