

**Columbia College**  
**BUSINESS STRATEGY AND ANALYSIS (MGMT250)**

**Lecture 1**

**Course Outline**

Semester Dates: December 8, 2014 – January 24, 2015

Please note that when a holiday falls during the week, your class will be rescheduled for the Friday of that week. Students are required to make arrangements to be present at the rescheduled class.

Facilitator: Hussein Chaitani, DBA

Email: husseinc@columbia.ab.ca

Class Time: M/W (5:30 – 9:30 pm)

Room: 805-120

Credit: 3

Prerequisite: To be taken in final semester

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Note: It is the student's responsibility to be familiar with the information contained in the Course Outline and to clarify any areas of concern with the facilitator.

**Course Description:**

The integrative requirements and consequences of various policy and strategy alternatives are examined in this course. Students will be exposed to the basic concepts of strategic management as well as provided with an integrating framework within which they can apply the concepts and tools learned in other courses. This course enables students gain the knowledge, skills, and attitudes required for managing a business in today's dynamic, global, and competitive environment. Students will learn how to analyze cases as well as understand the competitive forces within which businesses operate. Pre-requisite: Senior-level (\*\*this is to be the last course student will take in the program)

**Learning Outcomes:**

As a result of active participation in these sessions, a student can expect to:

- Define, explain, and describe the common terminology associated with the study and practice of strategic management.
- Critically analyze strategic management issues and develop practical solutions to problems.
- Compare and contrast horizontal integration, vertical integration, and strategic outsourcing.
- Explain the various types of diversification strategies and discuss the pros and cons of each strategy.
- Discuss the key challenges surrounding corporate governance in Canada and possible solutions to overcome these issues.

**Course Format:**

This course uses a variety of teaching/learning methods including discussion, personal reflection, experiential exercises, student presentations, role-plays, group activities and especially case studies. Our faculty aims to create a learning environment where the learner is actively engaged in inquiry, critical

thinking and problem solving. The classroom provides you with a place where you can learn with and from others in a cooperative and collaborative manner.

You are expected to take a very active part in class discussions and take responsibility for your own learning. Be a positive and co-operative team member. Columbia College uses a facilitation model of instruction where the facilitator's role is to facilitate your learning. The expectation is that you will come to class prepared with pre-class homework completed. Your facilitator will engage you in activities that are based on your completed homework and readings. Your enthusiastic and positive approach in the classroom will create an atmosphere that will help every student develop the knowledge, skills and attitudes that are needed for success.

How you conduct yourself in our classes will, to a large extent, mirror your conduct in society and your future work site. For example, if you have a tendency to ask questions, challenge the ideas of others in a respectful manner, draw out the best from your colleagues, and encourage both group development and task accomplishment in this class, it is likely you will do the same at work. A high level of student involvement and developing professionalism is expected in the classroom as you work towards your goal.

### **Required Textbooks and Equipment:**

- Carpenter, M., Sanders, W., & Harling, K. *Strategic Management*, 1st Canadian Edition. Toronto, ON: Pearson Education Canada, 2012.
- Carpenter, M., Sanders, W., & Harling, K. *Strategic Management – Cases*, 1st Canadian Edition. Toronto, ON: Pearson Education Canada, 2012
- Laptop or Smartphone for use with Polleverywhere.com

### **Recommended Readings and Resources:**

*Students may access these sources from the College and from home.*

ProQuest Nursing and Allied Health, Canadian Business and Current Affairs, and Canadian Newsstand

- <http://proquest.umi.com/login>  
Username: cc-library  
Password: welcome

GALE InfoTrac Custom Journals

- <http://infotrac.galegroup.com/itweb/calg145?db=SP00>  
Password: cclibrary09

### *Further Recommended Readings and Resources:*

Carpenter, M., Sanders, W., & Harling, K. *Strategic Management*, 1<sup>st</sup> Canadian Edition. Toronto, ON: Pearson Education Canada, 2012.

Newspapers and magazines to read:

- Specific journals and periodicals related to subject (ask course facilitator for recommendations)

### **Homework Assignment Due for the First Class:**

1. Read chapters one and two in the text, *Strategic Management*, 1<sup>st</sup> Canadian Edition
2. As a result of your reading assignment, write down at least three questions that you would want clarified in class.
3. Prepare for a test based on the assigned readings.
4. Read this course syllabus and prepare to discuss in class.

### Evaluation - Assessment of Student Performance:

The final grade in the course will be based on the following elements. Wherever possible facilitators will use rubrics to assess your performance and offer feedback.

Title of Assignment/Examination	Due Date	Weight
Case Assignments (Case 1, Case 2, Case 3 %10% each)	Case 1 – Dec 15, 2014 Case 2 – Jan 5, 2015 Case 3 – Jan 12, 2015	30%
Student Engagement and Participation	January 19, 2015	5%
Group Presentation	January 19, 2015	10%
Tests (8x @2.5% each)	At the beginning of each class	15%
Final Exam	January 21, 2015	40%

Please note that all homework and assignments are due at the beginning of each class.

### Grading:

Grades for each component will be added together at the end of the semester. The final total will be translated to the Columbia College's 4.0 grading scale as follows:

#### *Marking and Grading Conversion:*

Description	Letter Grade	Grade Points	Percentage Scale	
Excellent	A+	4.0	100	95
	A	4.0	94	90
	A-	3.7	89	85
Good	B+	3.3	84	80
	B	3.0	79	75
	B-	2.7	74	70
Satisfactory	C+	2.3	69	65
	C	2.0	64	60
	C-	1.7	59	55
Poor	D	1.0	54	50
Failure	F	0.0	49	0

Please note that to pass this course you must earn at least a "D" (a minimal pass).

### **Submission and Completion of Assignments:**

You are expected to submit assignments by the due date. Any late assignments may be assessed a marking penalty of 5%. If you are unable to submit an assignment on the due date, you must request an extension **before** the due date by filling out an *Application for Assignment Extension form (SSPP-F012)* that is to be submitted to the Department Chair for approval. This form is available on Columbia's website, Bldg. 802 – Main Office and from Department Chairs.

### **Requesting an Examination Deferral:**

If you are requesting an exam to be deferred, you must submit an *Application for Deferred Examinations form (SSPP-F012)* to the Department Chair **within 48 hours of the missed examination date and time**. Applications for deferred examinations will only be considered due to medical or personal emergency. A medical certificate or other appropriate documentation may be required. This form is available on Columbia's website, Bldg. 802-Main Office and from Department Chairs.

### **Attendance Requirements:**

Columbia College believes that students are committed to their program and learning experiences. However, it is understood that there are times when students may be absent. Any absences can be viewed as a potentially serious disruption of the learning process and necessary achievement of the learning objectives. Being late is also considered unacceptable as it interferes with the learning opportunities of others. Unavoidable absences or lateness must be reported to the course facilitator in advance. Please refer to Columbia College's *Attendance Policy and Regulations (ADM-P151)* for detailed information on Attendance Requirements.

### **Academic Integrity:**

Academic dishonesty is a serious offence and can result in suspension or expulsion from Columbia College.

There is no tolerance for academic dishonesty and any student caught plagiarizing is subject to serious sanctions as outlined in the *Student Code of Conduct Policy (ADM-P229)*. Students are encouraged to familiarize themselves with this policy and avoid any behavior that could possibly be seen as cheating, plagiarizing, misrepresenting, or putting into question the integrity of one's academic work.

### **Student Conduct:**

It is the responsibility of each student to uphold the expectations and responsibilities outlined in the *Student Code of Conduct Policy (ADM-P229)* and any additional requirements established by your program.

Generally, each student will:

- be respectful and courteous toward others;
- demonstrate appropriate and supportive communication skills, and coach, assist, advise and otherwise support other students in their studies;
- manage any personal stress and conflict in a positive and resourceful manner, and assist others to do the same;
- be dressed in a manner appropriate for their workplace or learning environment, as established by the program;

- conduct themselves in a professional manner with regard to their communication with others and their behavior in class;
- conduct themselves with academic integrity in all of their learning activities, tests, exams, and assignments
- keep up with day-to-day classroom and course expectations.

### Important Dates:

<b>Description</b>	<b>Date</b>
Last to add/drop courses	5 school operating days from the start of the semester OR before the third scheduled class, whichever is greater
Last day to withdraw without academic penalty	50% or less of the semester has been completed
Final Examination	A final exam may take many formats. If a final exam is scheduled, it will be taken in an assigned room under the supervision of a Test Proctor. <u>Students must be on time as they will not be permitted to enter once the exam has started.</u> Exam dates, times, and location are posted by the main office Bldg. 802 and by the library in Bldg. 4. <u>It is the student's responsibility to check this exam posting.</u>

### Appeals:

Please refer to the *Student Appeal Policy (ADM-P177)*.

### Students with Temporary or Permanent Disabilities:

Students with temporary or permanent disabilities may apply for accommodations. To be considered for an accommodation, a student must register with Columbia College's Disability Services by making an appointment with a Disability Services Advisor – Main Office – Bldg. 802 or emailing [disabilityservices@columbia.ab.ca](mailto:disabilityservices@columbia.ab.ca). The Department Chair or facilitator is not able to provide you with any accommodations without you taking this step. Please refer to Columbia College's website to review *the Accommodation Policy and Handbook (ADM-P188)*.

### Student Support:

Students should be aware that Life Coaching, Career and Disability Services, and Student Support Services (i.e. tutoring, academic strategists, etc.) are provided by Columbia College. Inquire how to request these services at the Main Office in building 802. It is the student's responsibility to discuss their specific learning needs with the appropriate service provider.

### Class Schedule/Overview:

Please note that this schedule is subject to change. Any changes or cancellations will be emailed to you. It is your responsibility to check the email address you have given to the school on a daily basis for any messages from the Department Chair/designate, facilitator or College Administration. It is the student's responsibility to be familiar with the information contained in the Course Outline and to clarify any areas of concern with the facilitator.

Class Session	Topics	Pre-Class Readings
1 (December 8, 2014)	<ul style="list-style-type: none"><li>• Introduction and course overview</li><li>• Introducing strategic management</li><li>• Determinants of competitive advantage</li><li>• Processes of strategic leadership</li><li>• Planned, visioned, discovered, and combined processes</li><li>• Human influences on strategic leadership processes</li></ul>	<ul style="list-style-type: none"><li>• Chapter 1 - Prepare for test on assigned reading</li><li>• Chapter 2 - Prepare for test on assigned reading</li></ul>
2 (December 10, 2014)	<ul style="list-style-type: none"><li>• Internal environment: resources, capabilities, and activities</li><li>• VRINE model</li><li>• Value-chain analysis</li><li>• External environment: macro and industry dynamics</li><li>• Five forces model</li></ul>	<ul style="list-style-type: none"><li>• Chapter 3 - Prepare for test on assigned reading</li></ul> Chapter 4 - Prepare for test on assigned reading
3 (December 15, 2014)	<ul style="list-style-type: none"><li>• Creating business strategies</li><li>• Types of strategies</li><li>• Economic drivers of strategic positioning</li><li>• Threats to successful competitive positioning</li><li>• Strategies and fit with industry conditions</li></ul>	Chapter 5 - Prepare for test on assigned reading <b>**Assignment 1 due</b>
4 (December 17, 2014)	<ul style="list-style-type: none"><li>• Crafting business strategy for dynamic contexts</li><li>• First-mover advantage</li><li>• Disruption strategies</li><li>• Offensive and defensive moves</li><li>• Implementing strategy</li><li>• Managing the company</li><li>• Managing change</li></ul>	Chapter 6 - Prepare for test on assigned reading Chapter 8 - Prepare for test on assigned reading
5 (January 5, 2015)	<ul style="list-style-type: none"><li>• <b>Corporate strategy and competitive advantages</b></li><li>• <b>Related and unrelated diversification</b></li><li>• <b>International strategy</b></li><li>• <b>Entering foreign markets</b></li><li>• <b>Strategies in stable and dynamic contexts</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Chapter 9 -</b> <b>**Assignment 2 due</b></li><li>• <b>Chapter 10 – Prepare for test on assigned reading</b></li></ul>

<p><b>6</b> <b>(January 7, 2015)</b></p>	<ul style="list-style-type: none"> <li>• Strategic alliances</li> <li>• Building and managing an alliance</li> <li>• Forms of alliances</li> <li>• Mergers and acquisitions</li> <li>• Acquisition capability</li> <li>• Acquisitions in different industry</li> </ul>	<p>Chapter 11 - Group exercise, p. 270-71 Chapter 12 - Prepare for test on assigned reading</p>
<p><b>7</b> <b>(January 12, 2015)</b></p>	<ul style="list-style-type: none"> <li>• New ventures and corporate renewal</li> <li>• Entrepreneurship process</li> <li>• Corporate renewal approaches</li> <li>• Dealing with misfits</li> </ul>	<p>Chapter 13 - Prepare for test on assigned reading <b>-**Assignment 3 due</b></p>
<p><b>8</b> <b>(January 14, 2015)</b></p>	<ul style="list-style-type: none"> <li>• Corporate governance in the 21<sup>st</sup> century</li> <li>• Role of board of directors</li> <li>• Agency approach</li> <li>• Review</li> </ul>	<p>Chapter 14 - Prepare for test on assigned reading <b>**Group projects due</b></p>
<p><b>9</b> <b>(January 19, 2015)</b></p>	<ul style="list-style-type: none"> <li>• Group project presentation</li> <li>• Review</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation Schedule to be determined</li> </ul>
<p><b>10</b> <b>(January 21, 2015)</b></p>	<p><i>Final Exam – 3 hrs.</i></p>	<ul style="list-style-type: none"> <li>• Comprehensive Final Exam to include all Chapters covered</li> </ul>

## **Appendix 1 Assignment Outlines**

### **Case Assignments #1 to 3**

**Due Date:** As per the class schedule

**Weight:** 30% (10% each assignment)

Students will be expected to write a report on each of these assigned cases using the Problem Analysis Method as discussed in class. The report should follow should be typed (double-spaced, 12 font). The quality of the report should be equivalent to one that you would send to your supervisor or manager of the company you work for. The report should contain the following five components:

- 1) Executive summary - summarizes the major points of the case and your solution. It should describe the major issue, the proposed solution, and the main reason supporting the solution.
- 2) Problem statement - present the major problem(s) in the case here. Do not repeat the facts of the case.
- 3) Alternatives – list and discuss all relevant alternative solutions to this problem. Briefly present the major pros and cons for and against each alternative. Be sure to state your assumptions and the effect of constraints on each alternative.
- 4) Conclusion - present the analysis and the main reason that led you to choose a specific solution.
- 5) Implementation - outline an effective implementation plan for the chosen solution.

### **Quizzes**

**Due Date:** Each class from classes 1 through 8.

**Weight:** 20%

Students will be expected to read the assigned chapters in the text and other assigned readings and be prepared to write a graded quiz based on these reading assignments.

### **Team Presentation**

**Due date:** January 19, 2015

**Weight:** 15%

Students will be organized into a teams. Each team will pick a topic of their choice from the text and assigned readings, make a 15 to 20-minute PowerPoint presentation to the class, and be prepared to respond to questions from class members. Students will be evaluated on their individual presentations.

### **Class Participation**

**Due Date:** Each class from classes 1 to 9

**Weight:** 5%

Students will be required to actively participate in class discussions, role plays, and other experiential learning experiences that may be required over the course of the semester.

### **Final Exam**

**Due Date:** January 21, 2015

**Weight:** 30%

Students will be required to write a final exam on covering the content of classroom learning and assigned text readings. The exam will be a combination of multiple-choice, short-answer and case-study questions and will be worth 30% of the student's final grade.



**Appendix 2  
Assignment Rubrics**

**Columbia College  
Case Study Analysis  
Last Revised: September 2011**

Student's Name		Course Code		Date		Facilitator/Evaluator's Name	
Area	A 10.0 – 7.0	B 6.9 – 5.0	C 4.9 – 3.5	F 3.4 - 0	Score		
Identification of Main Issue / Problem	5	4-3	2	1-0			
	<ul style="list-style-type: none"><li>Clearly identifies the main issue/problem.</li><li>Introduces all of the key ideas to be discussed.</li><li>Ends with a clear identification of the main questions raised in the case study.</li></ul>	<ul style="list-style-type: none"><li>Clearly identifies the main issue/problem.</li><li>Introduces most of the key ideas to be discussed.</li><li>Ends with some of the main questions raised by the case study.</li></ul>	<ul style="list-style-type: none"><li>Identifies the main/problem, but the statements are not clear.</li><li>Introduces a few ideas to be discussed.</li><li>Ends with a few questions raised, but they are not all relevant. Many main questions not identified.</li></ul>	<ul style="list-style-type: none"><li>Unable to identify the main issue/problem.</li><li>Identifies some irrelevant ideas.</li><li>Unable to identify any main questions or presents irrelevant questions.</li></ul>			
Quality of Analysis and Interpretation							
	<ul style="list-style-type: none"><li>Provides a comprehensive, insightful analysis, synthesis and interpretation of the issue.</li><li>Provides a clear summary of the case facts..</li><li>Provides logical and highly convincing argumentation tied to the facts.</li><li>Draws clear conclusions and identifies implications.</li></ul>	<ul style="list-style-type: none"><li>Provides very good analysis, synthesis and interpretation of the issue.</li><li>Provides a relatively clear summary of the case facts.</li><li>Provides logical and convincing argumentation that mainly ties to the facts of the case.</li><li>Draws most conclusions and identifies most implications.</li></ul>	<ul style="list-style-type: none"><li>Provides partial analysis and interpretation. Issue needs further exploration.</li><li>Provides an incomplete summary of the case facts.</li><li>Provides weak, illogical argumentation that does not tie in well with the case.</li><li>Draws a few conclusions and identifies some implications.</li></ul>	<ul style="list-style-type: none"><li>Analysis and interpretation is limited.</li><li>Provides a limited summary of the case facts.</li><li>Provides limited, often irrelevant argumentation.</li><li>Discussion is inadequate and limited.</li><li>Conclusions and implications of the issue are missing.</li></ul>			

Area	A 10.0 – 7.0	B 6.9 – 5.0	C 4.9 – 3.5	F 3.4 – 0	Score
<b>Quality of Solution / Strategies</b>	5 <ul style="list-style-type: none"> <li>Identifies innovative and comprehensive solution/strategies, demonstrating outstanding problem solving skills.</li> <li>Provides extensive information to support solution/strategies.</li> <li>Clearly supports statements made with evidence and examples.</li> </ul>	4-3 <ul style="list-style-type: none"> <li>Identifies original and well developed solution/strategies, demonstrating effective problem solving skills.</li> <li>Provides sufficient information to support solution/strategies.</li> <li>Clearly supports most statements with evidence and examples.</li> </ul>	2 <ul style="list-style-type: none"> <li>Provides some solution/strategies, showing limited problem solving skills.</li> <li>Provides limited use of information to support solution/strategies.</li> <li>Most statements are unsupported with evidence and examples.</li> </ul>	1-0 <ul style="list-style-type: none"> <li>Unable to provide solution/strategies. Lacks problem solving skills.</li> <li>No information provided to support ideas.</li> <li>No support for statements made.</li> </ul>	
<b>Writing Skills</b>	<ul style="list-style-type: none"> <li>Writes carefully crafted paragraphs, and transitions between sections.</li> <li>Shows excellent organization.</li> <li>Shows smooth integration of quoted material into sentences and overall paper.</li> </ul>	<ul style="list-style-type: none"> <li>Writes well developed paragraphs with transitions between sections.</li> <li>Shows good organization.</li> <li>Quotes and evidence integrated well into sentences and overall paper.</li> </ul>	<ul style="list-style-type: none"> <li>Writes paragraphs that are often poorly developed with few transitions between sections.</li> <li>Lacks continuity and organization.</li> <li>Quotes and evidence poorly integrated into sentences and overall paper.</li> </ul>	<ul style="list-style-type: none"> <li>Writes paragraphs that are poorly written, with no transition between sections, creating confusion and lack of continuity in the response.</li> </ul>	
<b>Mechanics, Grammar, Professional Format</b>	5 <ul style="list-style-type: none"> <li>Mainly error free.</li> <li>Uses APA citation correctly.</li> <li>Meets all requirements for an excellent academic response.</li> <li>Meets all case study written requirements.</li> </ul>	4 <ul style="list-style-type: none"> <li>A few minor errors in usage, grammar, or mechanics.</li> <li>Generally uses APA citation correctly.</li> <li>Meets most requirements for a well written academic response.</li> <li>Meets most case study written requirements.</li> </ul>	3-2 <ul style="list-style-type: none"> <li>Frequent errors in usage, grammar, and mechanics, beginning to interfere with the readability and meaning of the paper.</li> <li>Uses APA citation inconsistently and with errors.</li> <li>Meets a few requirements for an academic response.</li> <li>Meets a few case study written requirements.</li> </ul>	1-0 <ul style="list-style-type: none"> <li>Numerous errors in usage, grammar, and mechanics, affecting the readability and meaning of the paper.</li> <li>Many errors in APA citation, demonstrating lack of citation knowledge.</li> <li>Does not meet requirements for an academic response.</li> <li>Does not adequately meet any case study written requirements.</li> </ul>	

**Plagiarism: A “0” grade will be given to a paper where significant sections of the paper were copied from other, unattributed sources.**

**Total Score out of 30:**

**Facilitator/Evaluator's Comments:**

**Columbia College**  
**Oral Presentation Rubric**  
 Last Revised: January 23, 2014

Student's Name		Course Code	Date	Facilitator/Evaluator's Name	
Area	A (85% - 100%) 10.0 – 7.0	B - C- (55% - 84%) 6.9 – 5.5	D (50% - 54%) 5.4 - 5.0	F (0 - 49%) 4.9 - 0	Score
<b>Organization</b>	<ul style="list-style-type: none"> <li>Creates introduction that is unique, clearly focused and engages the audience.</li> <li>Organizes content logically, making entire presentation easy to follow.</li> <li>Builds main points through carefully selected and original examples/ references.</li> <li>Has effective transition between sections.</li> <li>Summarizes all key points and stimulates thought at the end.</li> </ul>	<ul style="list-style-type: none"> <li>Creates introduction that is original, clearly focused and gets the attention of the audience.</li> <li>Organizes content logically, making most of the presentation easy to follow.</li> <li>Builds main points through carefully selected examples/ references.</li> <li>Has a transition between most sections.</li> <li>Summarizes most key points and stimulates some thought at the end.</li> </ul>	<ul style="list-style-type: none"> <li>Creates an introduction that tends to be unfocused.</li> <li>Doesn't engage the audience's interest.</li> <li>Content appears disorganized, without logic and consistency.</li> <li>Builds a few main points with details, but most ideas are unsupported.</li> <li>Few to no transitions are evident.</li> <li>Little to no summarizing evident. Ending does not stimulate much thought.</li> </ul>	<ul style="list-style-type: none"> <li>Presentation shows little to no logical organization.</li> <li>Content is difficult to follow.</li> <li>Not a thoughtful presentation.</li> </ul>	
<b>Content</b>	<ul style="list-style-type: none"> <li>Provides evidence of supporting research to back all main points.</li> <li>Gives a complete explanation of all key points.</li> <li>Uses relevant examples/ references.</li> </ul>	<ul style="list-style-type: none"> <li>Provides evidence of supporting research. To back most points.</li> <li>Gives an explanation of most key points.</li> <li>Uses some relevant examples/ references.</li> </ul>	<ul style="list-style-type: none"> <li>Provides evidence that not enough research has been done to support the content.</li> <li>Gives an incomplete explanation of key points.</li> <li>Uses a few relevant examples/ references.</li> </ul>	<ul style="list-style-type: none"> <li>Indicates little to no research.</li> <li>Gives a limited explanation of a few points.</li> <li>Uses little to no examples/ references.</li> </ul>	

Area	A (85% - 100%) 10.0 – 7.0	B - C- (55% - 84%) 6.9 – 5.5	D (50% - 54%) 5.4 - 5.0	F (0 - 49%) 4.9 - 0	Score
<b>Delivery Style: Nonverbal Effectiveness</b>	<ul style="list-style-type: none"> <li>• Demonstrates ease and confidence through carefully maintained posture, poise, and facial expression.</li> <li>• Uses continual eye contact.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates confidence through most of the presentation with careful posture, poise, and facial expression.</li> <li>• Uses fairly consistent eye contact.</li> </ul>	<ul style="list-style-type: none"> <li>• At times demonstrates developing confidence in presenting content. At times uses posture, poise, and facial expression to support presentation.</li> <li>• Uses eye contact inconsistently.</li> </ul>	<ul style="list-style-type: none"> <li>• Shows lack of ease in presenting through poor posture, lack of poise, and lack of facial expression.</li> <li>• Uses poor to no eye contact.</li> </ul>	
<b>Delivery Style: Verbal Effectiveness</b>	<ul style="list-style-type: none"> <li>• Conveys passionate interest for the topic.</li> <li>• Speaks naturally at a moderate rate with correct pronunciation, enunciation and volume.</li> <li>• Uses few unnecessary pauses “ums”.</li> <li>• Makes no obvious grammatical errors.</li> <li>• Uses cue cards or other supports effectively and does not read the presentation.</li> <li>• Uses rich, precise, and varied vocabulary.</li> <li>• Well-rehearsed and prepared.</li> </ul>	<ul style="list-style-type: none"> <li>• Conveys enthusiasm for the topic.</li> <li>• Most of the time speaks clearly at a moderate rate with correct pronunciation, enunciation and volume.</li> <li>• Uses few unnecessary pauses “ums”.</li> <li>• Makes few grammatical errors.</li> <li>• Most of the time uses cue cards or other supports appropriately, without reading the presentation.</li> <li>• Uses well-chosen and varied vocabulary.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates minimal enthusiasm for the topic.</li> <li>• Speaks with some lack of clarity in pronunciation and enunciation with varying volume and rate of speech.</li> <li>• Uses too many unnecessary pauses (“ums”), distracting from the presentation.</li> <li>• Makes some grammatical errors.</li> <li>• Tends to not use cue cards effectively and mostly relies on reading the presentation.</li> <li>• Uses ineffective vocabulary.</li> </ul>	<ul style="list-style-type: none"> <li>• No enthusiasm is conveyed for the topic. Speech is unclear with poor enunciation and incorrect pronunciation.</li> <li>• Volume and rate of speech are often inappropriate, making comprehension difficult.</li> <li>• Uses too many unnecessary pauses “ums”, making comprehension difficult.</li> <li>• Makes frequent grammatical errors.</li> <li>• Reads presentation.</li> <li>• Uses inappropriate or simplistic vocabulary.</li> </ul>	

**Total Score out of 40:**

**Facilitator/Evaluator's Comments:**

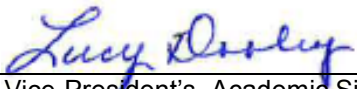
**Columbia College**  
**Student Engagement Rubric**  
 Last Revised: December 2011

Student's Name		Course Code	Date	Facilitator/Evaluator's Name
Pts	Preparation for Class	Quality of Participation	Involvement in Process	Frequency of Participation
5	<ul style="list-style-type: none"> <li>Demonstrates completion of readings or assignment and awareness of all key concepts contained in readings or assignment on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Comments significantly add to the learning process; consistently demonstrates high order thinking, analysis, synthesis, and evaluation; demonstrates ability to appropriately apply concepts to real-life situations; always participates constructively in discussion on a daily basis</li> </ul>	<ul style="list-style-type: none"> <li>Comments build on contribution of others, enabling group to integrate experiences and insights (linking theory and real-life experiences); supportive and encouraging to other class members; comments are focused and concise.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes actively and consistently to group process on a daily basis.</li> </ul>
4	<ul style="list-style-type: none"> <li>Demonstrates completion of readings or assignment and awareness of most of the key concepts on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Comments contribute to learning process; shows evidence of ability to apply concepts to real-life situations; mostly demonstrates higher order thinking skills; generally participates constructively in discussion on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Comments do not always build on the contribution of others; most times shows support of other classmates.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes actively and somewhat inconsistently to group process on a daily basis.</li> </ul>
3	<ul style="list-style-type: none"> <li>Demonstrates awareness of some key concepts or ideas contained in readings or assignment on a daily basis.</li> </ul>	<ul style="list-style-type: none"> <li>Comments show evidence of awareness and understanding of concepts covered in the reading or assignment; inconsistently demonstrates high-order thinking; inconsistently participates in a constructive manner.</li> </ul>	<ul style="list-style-type: none"> <li>Speaks up when asked with comments that add to understanding; inconsistently shows support of other classmates; comments tend to be at times off focus.</li> </ul>	<ul style="list-style-type: none"> <li>Contributes inconsistently to group process.</li> </ul>
2	<ul style="list-style-type: none"> <li>Inconsistently demonstrates awareness of concepts or ideas contained in readings or assignment; inconsistent daily preparation.</li> </ul>	<ul style="list-style-type: none"> <li>Comments show background knowledge of basic concepts covered in the readings or assignment; little demonstration of higher-order thinking; generally, participation is not constructive</li> </ul>	<ul style="list-style-type: none"> <li>Contributes little to group understanding; little evidence of being encouraging to others.</li> </ul>	<ul style="list-style-type: none"> <li>Does not contribute to group except when asked.</li> </ul>
1	<ul style="list-style-type: none"> <li>Demonstrates little or no awareness of key concepts or ideas contained in readings or assignment; little to no daily preparation.</li> </ul>	<ul style="list-style-type: none"> <li>Comments show no evidence of awareness of concepts covered in the readings or assignment; shows no evidence of higher-order thinking; shows general lack of interest.</li> </ul>	<ul style="list-style-type: none"> <li>Does not contribute to the group process.</li> </ul>	<ul style="list-style-type: none"> <li>Does not contribute.</li> </ul>

**Total Score out of 40:**

**Facilitator/Evaluator's Comments:**

**Approval:**



Vice-President's, Academic Signature

November 24, 2014

Date



Registrar's Signature

November 24, 2014

Date