

COURSE SYLLABUS



COURSE TITLE: Business 290 – Applied Business Strategy
CLASS SECTION: Sec 003
TERM: W-2024
COURSE CREDITS: 3 credits
DELIVERY METHOD(S): Lecture – In-class Tues & Thurs
8:30 – 10:20 am
Centre for Business & Access – Room 282

Camosun College campuses are located on the traditional territories of the Ləkʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.
Learn more about Camosun's [Territorial Acknowledgement](#).

For COVID-19 information please visit <https://camosun.ca/about/covid-19-updates>. There is also a FAQ page at the following link: <http://camosun.ca/covid19/faq/covid-faqs-students.html>.

Camosun College requires mandatory attendance for the first class meeting of each course. If you fail to meet this requirement, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space will be offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME: Robert (Bob) Downie
EMAIL: downier@camosun.ca
OFFICE: Virtual (Collaborate)
PHONE: Office-250-370-4130 Cell-250-883-3311
HOURS: By appointment (virtual office)

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

The successful development, execution, and evaluation of business strategies is fundamental to organizational success. This course focuses on creating, capturing, and maintaining sustainable competitive advantage within the marketplace. Using a business simulation and other course activities, students will learn and practice business strategy, integrating new concepts with those gained in previous courses.

PREREQUISITE(S): C in MARK 110; C in ACCT 207 / 220 or a bachelor's degree
CO-REQUISITE(S): N/A
EXCLUSION(S): N/A

COURSE LEARNING OUTCOMES / OBJECTIVES

Upon successful completion of this course, a student will be able to:

- Develop and implement strategic plans.
- Investigate and identify risks associated with the strategic direction of a business operation.
- Integrate common strategic theories into the operational planning process.
- Assess the performance of a business operation through the interpretation of diverse operational data and interpretation of key performance metrics.
- Apply problem-solving and decision-making techniques in order to improve operational performance.
- Synthesize and communicate complex information to a business audience.
- Work effectively as part of a team.

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

- a) Edwards, J.; Try, D., Ketchen, D., Short, J. (2014). Mastering Strategic Management (1st Canadian ed.). BC Campus.
 - Retrieved from <https://collection.bccampus.ca/textbooks/mastering-strategic-management-1st-canadian-edition-bccampus-236/> (Download pdf.) (No Cost)
 - Available in D2L Content (Unit 1)
- b) Readings assigned by instructor – available on D2L.
- c) Simulation: GoventureCEO This package is available for purchase from the bookstore or you can purchase an online student subscription from <https://mediaspark.dpdcart.com/> (Cost \$29.00 USD)
- d) Case Study Course Pack: This is available through www.iveypublishing.ca at a cost of \$14.85 CAD. After registering for an account the following link gives access to purchase the Course Pack: <https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF0000003CxV2AU>

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor. This section meets Tuesdays and Thursdays from 12:30 pm -2:20 pm.

DATE RANGE	Topics and Assigned Reading	Assignments
<p>Unit 1 January 8-12</p>	<p>Topic: Course introduction</p> <ul style="list-style-type: none"> <input type="checkbox"/> Simulation: Introduction to the simulation – Cellphone Industry 	<p>Introduce yourself (brief bio)</p> <p>Discussion Post Due Jan 18</p> <p>Purchase simulation code (see Unit 1 D2L for details)</p>
<p>Unit 2 January 15-19</p>	<p>Topic: What is Strategy?</p> <p>Readings:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ch.1 Mastering Strategy <input type="checkbox"/> Ch.4 (pp. 124-140) Strategic Resources <p>Articles:</p> <ul style="list-style-type: none"> <input type="checkbox"/> What is Strategic Thinking <input type="checkbox"/> So What is a Strategic Thinker? <p>Videos:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Simon Sinek: How Great Leaders Inspire Action <input type="checkbox"/> HBR Explainer: Core Competence <input type="checkbox"/> Simulation #2: Pairs formed for second simulation (Winery Industry Advanced) 	<p>Unit 2 activity</p> <p>Simulation (Individual) – Daily input by 11pm. Jan 16, 17, 18, 19 and 20</p> <p>Complete all decision entries AND the 13Q Multiple Choice Quiz.</p> <p>13 Q – Tutorial Quiz - Due Jan 21</p> <p>Self-enrol in pairs for Sim #2 – Due Sept 18</p> <p>Competency Quiz: it’s long, so leave ample time - Due Jan 28.</p>
<p>Unit 3 January 22-26</p>	<p>Topic: The External Operating Environment / Value & Competitive Advantage</p> <p>Readings:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ch.3 (pp. 75 -120) PESTEL /5 Forces <input type="checkbox"/> Ch.4 (166-170) VRIO & SWOT <p>Articles:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Porter’s 5 Forces (Wheelabator) <input type="checkbox"/> Analysis of the brewing industry with Porter’s 5-force model: <ul style="list-style-type: none"> o Marketline Industry Profile: Beer and Cider in Canada (pp. 17 to 22) and <p>Videos:</p> <ul style="list-style-type: none"> <input type="checkbox"/> HBR Explainer: Porter’s 5 Forces <input type="checkbox"/> Gift of Conflict 	<p>Unit 3 Activity</p> <p>Self-enrol in pairs for Sim #2 – Due Jan 22</p> <p>Simulation (Paired) – 1st Period input Jan 25</p> <p>Competency Quiz (it is long, so leave ample time)</p> <p>Competency Quiz - Due Jan 28.</p>

DATE RANGE	Topics and Assigned Reading	Assignments
<p>Unit 4 Jan 29-Feb 2 <i>Sept. 30 National Day for Truth and Reconciliation, College closed</i></p>	<p>Topic: Developing a Strategic Orientation / Generic Competitive Strategy & SWOTs</p> <p>Readings:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ch.5 – Selecting Business Level Strategy <p>Articles:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Major Frameworks – Porter’s Generic Competitive Strategies (Martin) <input type="checkbox"/> You Can’t be the Cheapest and the Best <input type="checkbox"/> How To Determine Your Value Proposition <p>Videos:</p> <ul style="list-style-type: none"> <input type="checkbox"/> HBR Explainer: What is a Business Model? 	<p>Unit 4 Activity</p> <p>Simulation (Paired) – 2nd Period input due Feb 1</p>
<p>Unit 5 February 5-9</p>	<p>Topic: Mission, Vision, Goals, Strategies, Tactics</p> <p>Readings:</p> <ul style="list-style-type: none"> • Ch. 2 (pp. 41-56) Mission, Vision, Balanced Scorecard • Mission Statement versus Vision Statement • Mission vs. Goals vs. Objectives vs. Strategy vs. Execution vs. Tactics • The Differences between Goals, Objectives, Strategies, and Tactics • Infographic on Missions/Vision (reference) 	<p>Unit 5 activity</p> <p>Simulation (Paired) – 3rd Period input due Feb 8</p>
<p>Unit 6 Feb 12-16</p>	<p>Topic: Lean Canvas, Creating New Market Space & Blue Ocean</p> <p>Reading:</p> <ul style="list-style-type: none"> • Ch. 6 (pp.230-256) Making Competitive Moves • Creating New Market Space • Why Lean Start-up Changes Everything • The Six Paths Framework in Formulating a Blue Ocean Strategy <p>Videos:</p> <ul style="list-style-type: none"> • HBR Explainer: Blue Ocean Strategy 	<p>Unit 6 activity</p> <p>Simulation (Paired) – 4th Period input due Feb 15</p> <p>Self-enrol in teams (2 pairs per) for Sim #3 – Due Feb 12</p>
<p>February 19-23</p>	<p>Reading Week</p>	
<p>Unit 7 Feb 26-Mar 1</p>	<p>Topic: Making & Responding to Competitive Moves / Strategy versus Tactics</p> <p>Readings:</p> <ul style="list-style-type: none"> • Turning Great Strategy into Great Performance • Closing the Gap between Strategy & Execution • 9 Reasons Why Change is Difficult • Simulation #3: Teams formed for third simulation (Ice Cream Industry advanced). • Introduce Operating Plan & Presentation Assignments. 	<p>Unit 7 activity</p> <p>Simulation (Paired) – 5th Period input due Feb 25</p> <p>Team Contract – Mar 3</p> <p>Delegation of Responsibility (for Operating Plan) Due Mar 3</p>

DATE RANGE	Topics and Assigned Reading	Assignments
Unit 8 March 4-8	<p>Topic: Innovation & Strategy</p> <p>Readings:</p> <ul style="list-style-type: none"> • Three Types of Innovation • Innovation Isn't Just About New Products • The Psychology of Innovation • 9 Reasons Why Change is Difficult <p>Videos:</p> <ul style="list-style-type: none"> • HBR Explainer: Disruptive Innovation • Introduce Case Study for Individual case – The TBA. <input type="checkbox"/>	<p>Unit 8 activity</p> <p>Team Simulation – 1st input due Mar 7</p> <p>Project: Operating Plan due Mar 15</p>
Unit 10 Mar 11-15	<p>Topic: Case Study Overview & Case #1</p> <p>Reading:</p> <ul style="list-style-type: none"> • Preparing a Case Study: General Guidelines • Mihi Cannabis Case Preparation 	<p>Unit 10 activity</p> <p>Team Simulation – 2nd input due Mar 14</p> <p>Operating Plan / Evaluation Due Mar 15</p>
Unit 11 March 18-22	<p>Topic: Business Case #2 discussion</p> <p>Reading</p> <ul style="list-style-type: none"> • Urban Axes Case Preparation • Case Study for Individual case – TBD 	<p>Unit 11 activity</p> <p>Team Simulation – 3rd input due Mar 21</p> <p>Case #3 Writeup due Mar 31</p>
Unit 12 March 25-29	<p>Topic: Business Case #3 discussion</p> <p>Reading</p> <ul style="list-style-type: none"> • Assignment Case <input type="checkbox"/> Assignment Case Discussion <input type="checkbox"/> Work on Case Assignment <input type="checkbox"/> 	<p>Unit 12 activity</p> <p>Team Simulation – 4th input due Mar 28</p> <p>Case #3 Writeup due Mar 31</p>
Unit 13 April 1-5	<ul style="list-style-type: none"> <input type="checkbox"/> Case Study Debrief <p>Work on - Team work on presentations</p>	<p>Unit 13 activity</p> <p>Team Simulation – 5th (final) input due April 4</p> <p>Team Presentations due Apr 9 & 11</p>
Unit 14 April 8-12	<ul style="list-style-type: none"> <input type="checkbox"/> Presentations – Apr 9 & 11 	<p>Unit 14 activity</p> <p>Team Presentations / Evaluations due Apr 9 & 11</p>
Exam Period	No final Exam	

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines scan be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Assignments (55%)	
<input type="checkbox"/> Case Study (Individual)	25%
<input type="checkbox"/> Operating Plan / Presentation	30%
<input type="checkbox"/> Creation of an Operation Plan (Group) – 20%	
<input type="checkbox"/> Owner’s Group - Final Presentation (Group) – 10%	
Simulations (25%)	
<input type="checkbox"/> Simulation #1 (Individual)	5%
<input type="checkbox"/> Competency Quiz (Individual)	5%
<input type="checkbox"/> Simulation #2 (Pairs)	7%
<input type="checkbox"/> Simulation #3 (Groups)	8%
Online Activities (Individual/Groups) (20%)	
<input type="checkbox"/> Participation/Activities/Discussions	20%
TOTAL	100%

Notes on assessments:

1. Marks awarded for the Operating Plan (20%) and for the Report (Presentation) to the Ownership Group (10%) will be subject to adjustment for each team member based on peer evaluation by all team members. Please refer to the Self and Peer Evaluation document on D2L.
2. Simulation #1 (5%) – Individual. Complete the 5 decision-entry periods AND the 13-question multiple choice quiz for full marks.
3. Competency Quiz (5%) – Individual. Based on knowledge of strategies used in simulations.
4. Simulation #2 (7%) – Paired. Complete all decision-entry periods, submit a decision report for each entry period, complete the peer evaluation quiz (in the simulation), AND the Competency Quiz (in the simulation). Note that pairs are expected to share the responsibility of completing the decision reports.
5. Simulation #3 (8%) – Team. Complete all decision-entry periods. Complete simulation decision reports (share between team members). Half of the marks for this simulation will be based on the relative standing of each team, and half on the quality and quantity of the decision reports.
6. Weekly activities. Each student will be given the opportunity to earn 20% of their grade for weekly assignments up front. Marks will be deducted for incomplete and unsubmitted work. Number of activities is to be determined but expect about 8 to 12.

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca/libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- Providing answers to another student in any test, examination, or take-home assignment.
- Taking any unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

USE OF AI-BASED WRITING TOOLS

This is specifically about ChatGPT but applies to using any artificial intelligence technology in this class. ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course. However, its use is limited to idea generation only. The purpose of this section is to outline the guidelines for using ChatGPT in this course and to specify the restrictions on its use.

- Students may use ChatGPT or other AI-based language models to assist with generating ideas or writing prompts, but the final product must be their own original work. It is essential that students recognize the importance of generating their ideas and thoughts to enhance their critical thinking, problem-solving, and decision-making skills. Therefore, the use of ChatGPT should be seen as a supportive tool, rather than a replacement for students' ideas and efforts.
- Students are not permitted to use ChatGPT or other AI-based language models to complete assignments or exams. Any use of ChatGPT or other AI-based language models for such purposes will be considered academic dishonesty and will result in appropriate action being taken, in line with the College's academic integrity policies.
- If using ChatGPT or other AI-based language models to generate ideas, students must cite the use of ChatGPT or other AI-based language models in their work, following the style guidelines for the course.
- Students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models and for critically evaluating their output.
- The use of ChatGPT or other AI-based language models is not a substitute for participating in class discussions or completing course readings.

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

Deadlines, exams, and assignments. You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- a. **EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- b. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- c. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Final exams: Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from:

<http://camosun.ca/learn/calendar/current/procedures.html#academic>.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](http://camosun.ca/services/accessible-learning/) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a "D" grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.