

BUS299A – Strategic Management

3 credits, 3 hours per week

Integrated knowledge that students have developed in their studies of marketing, accounting, economics and organizational behaviour and other areas will be used for strategic planning of an organization. This course will include an examination of the current theory that applies in the field of business policy and group work in simulation case analysis. This will provide students with a strategic perspective from which to make business decisions.

Prerequisites – Completion of a minimum of 7 Business courses including BUS110, BUS130, BUS140, and BUS191.

Instructor

Instructor Name: Gregory Krabes
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Office Hours

Monday – Friday Virtual by appointment only

Hours of Instruction

Wednesdays 13:00 – 15:50

Required Resources

Strategic Management: *Creating Competitive Advantages*
10th Edition

By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee
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Course Outcomes

Upon successful completion of this course, students shall be able to:

- Identify and choose a superior competitive position, how to analyze a strategic situation, and finally how to create the organizational context to make the chosen strategy work;
- Explore conceptual frameworks and models to analyze competitive situation and strategic dilemmas and gain insight into strategic management;
- Acquire practical experience in dealing with strategic issues by using current cases from across the globe;

- Identify a firms’ external competitive environment, looking at industry structure, value chain dynamics, and assess how a firm can select the best position within this environment;
- Analyze a firm resources and capabilities, and look at the firm's resource system, and examine the challenge of coordinating the pieces of the puzzle that underpin corporate success.
- Link these insights together using cases to give the learner a hands-on feel of what strategy-making is about and help think through the implications of these decisions.

Evaluation

Theory	50.00%
Test # 1 Chapters 1 - 4.....	15.00%
Test # 2 Chapters 5 - 8.....	15.00%
Test # 3 Chapters 9 – 13	20.00%
Business Strategy Game (see below).....	50.00%
TOTAL	100.00%

Detailed Evaluation of Business Strategy Game

Business Strategy Game	100%
BGS Quiz #1.....	4.50%
BGS Quiz #2.....	5.50%
3-Year Strategic Plan	5.00%
Company Presentation.....	8.00%
Peer Evaluation.....	5.00%
Comprehensive Exam.....	7.00%
Company Performance Score.....	65.00%

Grading System

Descriptor	Alpha Grade	4.0 Scale	Percent
Excellent	A+	4.0	> 93.9
	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
Good	B+	3.3	77 – 79.9
	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
Satisfactory	C+	2.3	67 – 69.9
	C	2.0	64 – 66.9
	Progression	C-	1.7
Poor	D+	1.3	57 – 59.9
Minimum Pass	D	1.0	50 – 56.9
Failure	F	0.0	< 50

A grade of C- is required for progression or transfer.

Proposed Schedule of Topics

Week	Week of	Topic
1	06.01.2021	PART 1: STRATEGIC ANALYSIS Chapter 1: Strategic Management; Creating Competitive Advantages Chapter 2: Analyzing the External Environment of the Firm

2	13.01.2021	<i>BSG Orientation and Preview 1</i> Pre-Test Chapter 1
3	20.01.2021	Chapter 3: Assessing the Internal Environment of the Firm <i>BSG Orientation and Preview 2</i> <ul style="list-style-type: none"> • Deadline for practice Year 11 is 26.01.2021 @11:59 p.m. • Deadline for BSG Quiz # 1 is 26.01.2021 @11:59 p.m.
4	27.01.2021	Chapter 4: Recognizing a Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources <i>BSG Simulation Debriefing</i> <ul style="list-style-type: none"> • Data is reset the beginning of Year 11 @ 3 p.m. • Simulation Workshop: Company co-managers meet in teams to work on the first scored decision round (Year 11) • Deadline for Year 11 is 02.02.2021 @ 11:59 p.m.
5	03.02.2021	PART 2: STRATEGIC FORMULATION Chapter 5: Business-Level Strategy; Creating and Sustaining Competitive Advantages <i>BSG Company Mission Statement.</i> <ul style="list-style-type: none"> • Prepare a 2-3 sentence mission statement or strategic vision for your company, • Prepare a set of performance targets for Year 12. • Deadline for Year 12 is 09.02.2021 @ 11:59 p.m. Test # 1 Chapters 1 - 4
6	10.02.2021	Chapter 6: Corporate-Level Strategy; Creating Value through Diversification <i>BSG Debriefing on the results of the Year 12 decision round.</i> <ul style="list-style-type: none"> • Deadline for Year 13 is 16.02.2021 @ 11:59 p.m. • Deadline for BSG Quiz # 2 is 16.02.2021 @23:59
7	17.02.2021	READING WEEK <i>BSG Debriefing on the results of the Year 13 decision round.</i> <ul style="list-style-type: none"> • 3-Year Strategic Plan covering Years 14-15-16 • Deadline for the Strategic Plan and Year 14 is 23.02.2021 @ 11:59 p.m.
8	24.02.2021	Chapter 7: International Strategy; Creating Value in Global Markets Diversification <i>BSG Debriefing on the results of the Year 14 decision round.</i> <ul style="list-style-type: none"> • Review of 3-year strategic plan for Years 14-15-16. • Deadline for Year 15 is 02.03.2021 @ 11:59 p.m.

9	03.03.2021	<p>Chapter 8: Entrepreneurial Strategy and Competitive Dynamics <i>BSG Debriefing on the results of the Year 15 decision round.</i></p> <ul style="list-style-type: none"> Review of 3-year strategic plan for Years 14-15-16. Deadline for Year 16 is 09.03.2021 @ 11:59 p.m.
10	10.03.2021	<p>PART 3: STRATEGIC IMPLEMENTATION Chapter 9: Strategic Control and Corporate Governance <i>BSG Debriefing on the results of the Year 16 decision round</i></p> <ul style="list-style-type: none"> Review of 3-year strategic plan for Years 14-15-16. Deadline for Year 17 is 16.03.2021 @ 11:59 p.m. <p>Test # 2 Chapters 5 - 8</p>
11	17.03.2021	<p>Chapter 10: Creating Effective Organizational Designs <i>BSG Debriefing on the results of the Year 17 decision round</i></p> <ul style="list-style-type: none"> Deadline for Year 18 is 23.03.2021 @ 11:59 p.m.
12	24.03.2021	<p>Chapter 11: Strategic Leadership; Creating a Learning Organization and an Ethical Organization Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship <i>End-of-simulation comprehensive examination</i></p> <ul style="list-style-type: none"> Deadline for the comprehensive examination is 28.03.2021 @ 11:59 p.m.
13	31.03.2021	<p><i>End-of-simulation company presentations and Q&A sessions</i></p> <ul style="list-style-type: none"> Company PPT presentation Peer Evaluations of company co-managers due the beginning of class that is 31.03.2021 @ 1 p.m.
14	07.04.2021	<p>PART 4: CASE ANALYSIS Chapter 13: Analyzing Strategic Management Cases</p>
15	14.04.2021	<p>Test # 3 Chapters 9 - 13</p>

Please Note:

Date and time allotted to each topic is subject to change.

Performance Requirements and Student Services

Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the Keyano College credit calendar. The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of

each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own;
- The use of unauthorized aids in assignments or examinations (cheating);
- Collusion or the unauthorized collaboration with others in preparing work;
- The deliberate misrepresentation of qualifications;
- The willful distortion of results or data;
- Substitution in an examination by another person;
- Handing in the same unchanged work as submitted for another assignment; and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work may not be graded until you show this signed certificate.

Specialized Supports

The Student Services department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano College. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented differently this semester by being provided mostly virtually. In-person service can be requested as needed. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30.

Accessibility Services: provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon as you know you may require accommodations. For accessibility services supports and to book a virtual appointment, please contact accessibility.services@keyano.ca.

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn

studying and test-taking strategies for online classes. Schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing accessibility.services@keyano.ca

Wellness Services: offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. All individual appointments will continue virtually.

Wellness Services welcomes students to participate in any of the virtual group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.

Individual virtual appointments can be made by emailing wellness.services@keyano.ca.

Library Services: provides students with research and information supports as they engage in their studies. Library staff are available to support you both virtually and in person throughout the semester. For a detailed list of library supports and services, go to www.keyano.ca/library. For any inquiries, please email askthelibrary@keyano.ca.

Begin your research with the [Library's FIND page](#). Search for sources using OneSearch, the Library's Catalogue, or by searching in a specific database selected from the [A-Z Database List](#).

Individual support with the Information Librarian is available virtually. Appointments can be requested by using the [Book A Librarian online form](#).

Research and Subject Guides are helpful resources when beginning your research or addressing other information needs. To view a subject or course specific guide, go to the Subject Guide webpage [here](#).

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the [Research Help Library page](#).

The Loanable Technology collection is available to support students in their online learning pursuits. Items available for borrowing include mobile projectors, webcams, noise cancelling headphones, Chromebooks, and laptops. For an up-to-date list of technology available for borrowing, go to the Library's [Loanable Technology webpage](#).

Skill Centre: Provides academic support services to students registered in credit programs at Keyano College in the form of tutoring, assignment/lab support, writing support groups, facilitated study groups, workshops, and study space. This service is free and is available for all Math, Sciences, Humanities and Trades courses offered at Keyano.

While most courses are being offered online, the Skill Centre will be offering mostly virtual services and in-person sessions as requested. Please email Skill@keyano.ca to get in contact with our Academic Content Specialists. The Skill Centre is located in CC-119 at the Clearwater Campus.

For the most up to date information on how to book a session, please view the [Keyano Skill Centre homepage](#).

Academic Success Coaching: offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano. Academic.success@keyano.ca is the best way to access resources during virtual service delivery. The Academic Success Coach is located in the Skill Centre in CC-119 at the Clearwater Campus.

E-Learning

Technology and internet will impact your online learning experience. It's important that you are able to watch an online video and other course materials, take online quizzes, and participant in a live class with your instructor and other students.

Keyano College operates in a Windows based environment and having the correct tools for online learning is important. Here's a list of recommended system requirements.

Internet Speed

Minimum Internet speeds of 5 Mbps.

Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).

Check your internet speed with Fast.com.

System requirements:

Microsoft Windows	Apple
<p>Minimum Requirements:</p> <p>A Windows 10 computer/laptop</p> <ul style="list-style-type: none"> · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software 	<p>Minimum Requirements:</p> <p>A Macintosh (V10.14 and above) computer/laptop</p> <ul style="list-style-type: none"> · Minimum 4GB of RAM. · 10GB+ available hard drive storage. · Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees. · Microphone, webcam and speakers. A headset with a microphone is recommended. · System updates must be regularly installed. · Anti-Virus / Anti-Malware software.
<p>Recommended Requirements</p> <ul style="list-style-type: none"> · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free. 	<p>Recommended Requirements</p> <ul style="list-style-type: none"> · 8GB of RAM · A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.
<p>Chromebooks are not recommended as they are not compatible with testing lockdown browsers.</p> <p>A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.</p>	

Specific Department Requirements:

Business and OA programs require Windows 10.
Other programs may utilize Windows based tools as well.

Computer Software

Students will be able to get access to Microsoft Office 365 for free using Keyano credentials by [clicking here](#).

Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or lecture materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus, no student is allowed to share, distribute, publish or sell course related content (instructor, or students) without permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

ITS Helpdesk

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.