BUS299AHF – 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
Virtual Office: MS Teams
Email: gregory.krabes@keyano.ca

Office Hours
Monday – Friday   Virtual by appointment only

Hours of Instruction
Tuesdays   8:00 – 10:50

Required Resources
Strategic Management: *Creating Competitive Advantages*
10th Edition
By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee
ISBN10: 1260706621
ISBN13: 9781260706628
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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
	A+	4.0	> 93.9
Excellent	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
	B+	3.3	77 – 79.9
Good	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
	C+	2.3	67 – 69.9
Satisfactory	C	2.0	64 – 66.9
	C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
Minimum Pass	D	1.0	50 – 56.9
Failure	F	0.0	< 50

Proposed Schedule of Topics

Week	Week of	Topic
1	06.09.2022	**PART 1: STRATEGIC ANALYSIS** Chapter 1: Strategic Management; Creating Competitive Advantages Chapter 2: Analyzing the External Environment of the Firm
		BSG Orientation and Preview 1
2	13.09.2022	Chapter 3: Assessing the Internal Environment of the Firm **Pre-Test Chapter 1……………………………………………………0.00%**
		BSG Orientation and Preview 2 • Deadline for practice Year 11 is 16.09.2022 @ 23:59 • **Deadline for BSG Quiz # 1 is 19.09.2022 @ 23:59**
3	20.09.2022	Chapter 4: Recognizing a Firm's Intellectual Assets: Moving Beyond a Firm's Tangible Resources
		BSG Simulation Debriefing • Data is reset the beginning of Year 11 @ 11:00 • Simulation Workshop: Company co-managers meet in teams to work on the first scored decision round (Year 11) • **Deadline for Year 11 is 26.09.2022 @ 23:59**
4	27.09.2022	**PART 2: STRATEGIC FORMULATION** Chapter 5: Business-Level Strategy; Creating and Sustaining Competitive Advantages **Test # 1 Chapters 1 – 4…………………………………………………15.00%**
		BSG Company Mission Statement. • 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 03.10.2022 @ 23:59**
5	04.10.2022	Chapter 6: Corporate-Level Strategy; Creating Value through Diversification
		BSG Debriefing on the results of the Year 12 decision round. • Deadline for Year 13 is 10.10.2022 @ 23:59 • **Deadline for BSG Quiz # 2 is 10.10.2022 @ 23:59**
6	11.10.2022	Chapter 7: International Strategy; Creating Value in Global Markets Diversification Chapter 8: Entrepreneurial Strategy and Competitive Dynamics
		BSG Debriefing on the results of the Year 13 decision round. • **Deadline for Year 14 is 17.10.2022 @ 23:59**
7	18.10.2022	**Test # 2 Chapters 5 - 8…………………………………………………15.00%**
		BSG Debriefing on the results of the Year 14 decision round. • **Deadline for Year 15 is 24.10.2022 @ 23:59**
8	25.10.2022	**PART 3: STRATEGIC IMPLEMENTATION** Chapter 9: Strategic Control and Corporate Governance

		• **Deadline for Year 16 is 31.10.2022 @ 23:59** • 3-Year Strategic Plan assignment for **YEAR 16 - YEAR 18 (Deadline 31-Oct-2022 23:59 PM)**
9	01.11.2022	Chapter 10: Creating Effective Organizational Designs
		BSG Debriefing on the results of the Year 15 decision round BSG Debriefing on the results of the Year 16 decision round • **Deadline for Year 17 is 07.11.2022 @ 23:59**
10	08.11.2022	Chapter 11: Strategic Leadership; Creating a Learning Organization and an Ethical Organization Chapter 12: Managing Innovation and Fostering Corporate Entrepreneurship • **Deadline for Year 18 is 14.11.2022 @ 23:59** • **Deadline for the comprehensive examination is 10.11.2022 @ 23:59**
11	15.11.2022	**PART 4: CASE ANALYSIS** Chapter 13: Analyzing Strategic Management Cases • **End-of-simulation comprehensive examination** • **Deadline for the comprehensive examination is 21.11.2022 @ 23:59**
12	22.11.2022	**Test # 3 Chapters 9 - 13**
13	29.11.2022	End-of-simulation company presentations and Q&A sessions • **Company PPT presentation** • **Peer Evaluations of company co-managers due 22.11.2022 @ 23:59**

Please Note:

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

Performance Requirements and Student Services

Student Responsibilities

As a student, it is your responsibility to contact the Office of the Registrar to complete the required forms, including the Withdraw Course or Program or a Change of Registration form. Please refer to the important dates listed in the Academic Schedule in the Keyano College credit calendar. The Keyano College credit calendar also has information about Student Rights and the Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and the Code of Conduct Policies.

Student Attendance

Class attendance is helpful for two reasons: First, class attendance maximizes a student's learning experience. Second, attending class is an excellent way to keep informed of matters relating to the course administration (e.g., the timing of assignments and exams). Ultimately, you are responsible for your learning and performance in this course. It is the responsibility of each student to be prepared for all classes. Absent students are responsible for the material covered in those classes, and students must ensure they are ready for their next class, including completing any missed assignments and notes.

Academic Misconduct

Students are considered responsible adults and should adhere to the principles of intellectual integrity. Intellectual dishonesty takes many forms:

- Plagiarism or the submission of another person's work as their 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,
- Submitting unchanged work 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. To ensure your understanding of plagiarism, you may be required to complete the online Understanding Plagiarism tutorial and submit the certificate of completion.

Online Learning

Technology and internet connectivity will impact your online learning experience. You may be required to watch online videos, take online quizzes, or participate in live online classes. Live/virtual courses will be hosted in Microsoft Teams or Zoom. For all course delivery types, you will access your course resources on Keyano's learning management system: Moodle (iLearn). Login in using your Keyano username and password. Keyano College operates in a Windows-based environment and having access to the correct tools for online learning is essential. Here's a list of recommended system requirements.

Internet Speed

Minimum download and upload speeds of 10 Mbps. Recommended download speeds of 25 Mbps and upload speeds of 10 Mbps (if you are sharing your internet at home). You can check your internet speed with Speedtest by Ookla.

Computer System Requirements

Microsoft Windows	Apple (Mac)
Minimum Requirements:	**Minimum Requirements:**
1. Windows 10 Operating System or above	1. Mac Operating System 10.14 (Monterey) or above
2. 4GB of RAM	2. 4GB of RAM
3. 10GB available hard drive storage space	3. 10GB available hard drive storage space
a. Install the Microsoft Office 365 suite (~3GB) *	a. Install the Microsoft Office 365 suite (~3GB) *
4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in.)	4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in.)
5. Windows has built-in anti-virus/malware software. It is essential to install system updates to keep your device secured regularly.	5. Mac has built-in anti-virus/malware software. It is important to install system updates to keep your device secured regularly.

*Microsoft Office 365 is free to Keyano students.	*Microsoft office 365 is free to Keyano students.
Recommended Upgrades • 8GB of RAM • Regularly back up or synchronize your files, locally or with a cloud-based storage option. OneDrive is the cloud-based storage option free to students after the setup of KeyanoMail and Microsoft 365.	**Recommended Upgrades** • 8GB of RAM • Regularly back up or synchronize your files locally or with a cloud-based storage option. OneDrive is the cloud-based storage option free to students after the setup of KeyanoMail and Microsoft 365.
Tablets, iPads, and Chromebooks are **not** recommended: they may not be compatible with the testing lockdown browsers and Microsoft Office 365.	

Specific Department Requirements

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

Computer Software

Students have access to Microsoft Office 365 and Read&Write for free using Keyano credentials.

Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or 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 course 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 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 have issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.

COVID-19 We are subject to provincial, and municipal bylaws, and policies. These decisions may change pending further direction from the Alberta Chief Medical Officer, Alberta Health Services, and other provincial guidelines. To protect yourself and others, get immunized, wash your hands, wear a mask, keep your distance (2m/6 ft) and remain home when feeling unwell. For the most recent COVID-19 information, please refer to albertahealthservices.ca/COVID.

Specialized Supports The Student Services Department is committed to Keyano students and their academic success. There is a variety of student support available at Keyano. All student services are available during Keyano business hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. The College is closed on statutory holidays. If you require support outside of regular business hours, please inform the support service team, and they will do their best to accommodate your needs.

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

Accessibility Services also provides individual and group learning strategy instruction for all students and technology training and support to enhance learning. You can meet with an Access Strategist to learn studying and test-taking strategies. In addition, you can 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 provide a safe and confidential environment for you to seek help with personal concerns. Our Wellness Navigator offers support with basic needs such as housing, financial and nutritional support, and outside referrals when needed. Wellness Services welcomes students to participate in group sessions that address topics including mindfulness and test anxiety throughout the academic year. Individual appointments can be made by emailing wellness.services@keyano.ca.

Library Services: provides students with research, information, and education technology supports as they engage in their studies. Library staff are available to help you online and in person throughout the semester. Librarians offer individual and small group appointments booked using the online Book A Librarian calendar. The Library also provides research and subject guides to help you with your studies. To view a subject or course-specific guide, check out the complete list of online Subject Guides. To start your research and access citation guides (APA, MLA, Chicago, or IEEE), visit the Research Help page. The Library's collections (including print and online materials) are searchable using OneSearch. The Library offers a Loanable Technology collection to support students accessing and using technology. For an up-to-date list of technology available for borrowing, visit the Library's Loanable Technology webpage. For a detailed list of library resources and services, go to www.keyano.ca/library. For all inquiries, please email askthelibrary@keyano.ca or chat with us online.

Academic Success Centre: The Academic Success Centre at Keyano College (CC-119) provides **free** academic support services to registered students, such as tutoring, writing support, facilitated study groups, workshops, and study space. Academic Content Specialists are available in Mathematics, Science, Trades, Power Engineering, Upgrading/College Prep, Human Services, English, Humanities, and more. Students are encouraged to visit the Academic Success Centre to discuss study strategies and academic concerns. For additional information, please email Academic.Success@keyano.ca.

Academic Success Coach: The Academic Success Coach is located in the Academic Success Centre and works with students to develop academic success plans, time management skills, study strategies, and homework plans. For additional information, please email Academic.Success@keyano.ca.

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