

## **BUS299A – Strategic Management**

*4 Credits, 15 weeks, 3 hours*

### **Course Description:**

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 case analysis. This will provide students with a strategic perspective from which to make business decisions.

*Prerequisites and/or co-requisites* – BUS110, BUS130, BUS140, and BUS191.

### **Instructor**

Gerri Jacobs

S111C

780-715-3918

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### **Office hours**

Tuesday, 9:00 am – 9:50 am

Wednesday, 9:00 am – 9:50 am, 12:00 – 12:50 pm

Thursday, 9:00 am – 10:50 am

### **Hours of Instruction**

Tuesday 10:00 am – 12:50 pm

### **Course Outcomes:**

1. Students will learn how 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;
2. Students will learn to explore conceptual frameworks and models to analyze competitive situation and strategic dilemmas and gain insight into strategic management;
3. Students will acquire practical experience in dealing with strategic issues by using current cases from across the globe;
4. Students will learn about the external competitive environment, looking at industry structure, value chain dynamics, and assess how a firm can select the best position within this environment;
5. Students will 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.
6. Students will tie 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**

Case Presentations .....	35%
In-Class Assignments .....	40%
Final Exam .....	25%

*The minimum standard for passing this course is a grade of 50 (50%).*

**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
<b>Progression</b>	C-	1.7	60 - 63.9
Poor	D+	1.3	57 - 59.9
Min Pass	D	1.0	50 - 56.9
Failure	F	0.0	< 50

**Performance Requirements****1. Student Attendance**

Class attendance is useful for two reasons. First, class attendance maximizes a students' learning experience. Second, attending class is a good way to keep informed of matters relating 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. Please refer to page 32 of the Credit Calendar.

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 / or notes that may be due.

**2. Academic Misconduct (page 38 of the Credit Calendar 2012-2013)**

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

Penalties for academic offences may range from a verbal reprimand to dismissal from the College, and in certain circumstances may involve legal action.

### 3. Accommodation for Students with Disabilities

The College will provide reasonable accommodation to students with disabilities in order to promote academic success. If you require accommodation, contact the Learner Assistance Program Office at 792-5608 to initiate the process for documenting, assessing and implementing your individual accommodation needs. In addition, tutoring services are available at the SKILL Centre (Room 119)

### Teaching and Learning Methodologies

Throughout the course, we try to move beyond the necessary conceptual models and analytical techniques, and provide a hands-on experience. We explicitly ask the question "and what do you *do*, at the end of the day?" Teaching materials deal with real life experiences and simulate situations where the student is the central actor confronting a strategic dilemma, faced with the task of providing a judgment call to an important strategic question.

In-class discussions of advanced strategies for business, sharing of content information and business related experiences will enable learner to gain a firm grasp of Strategic Management theory and practices. Student leadership, team involvement, oral communication, and involvement are the important functions required for success. Action learning (tackling real issues and reflecting on those actions) via case studies will help to further enhance learning experience. Individual and Group assignments will be interactive and collaborative.

### Authorization

This course outline has been reviewed and approved by the Program Chair.

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Gerri Jacobs, Instructor

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Gina Langager, Chair

Date Authorized

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Guy Harmer, Dean

Date Authorized

### Signed copies to be delivered to:

Gerri Jacobs  
Registrar's Office

**Schedule of Activities:**

Week	Topic	Week	Topic
1	Introduction to Course Content, expectations, and evaluation process. Strategic Management and Strategic Competitiveness Video Case - Brazil: An Emerging economy with strategic competitiveness	9	International Strategies Video Case - The lure of an International Strategy: India/Mohandas Pai/CEO/Infosys
2	The External Environment Video Case - The need to examine the External Environment: Disaster in the Gulf 1 year later	10	Cooperative Strategies Video Case - A partnership with a cooperative twist: Microsoft & Yahoo!
3	The Internal Organization Video Case - Organizational Culture creates Strategic Competitiveness	11	Corporate Governance / Ethics Video Case - Knowledge brings Corporate Governance: Whistle-Blowing/Stafford General Hospital
4	Business-level Strategies Video Case - Differentiation Strategy in tough economic times	12	Organizational Structure & Controls Video Case - A match for Organizational Structure and Control - GM Bankruptcy
5	Canadian Politics and its impact In-class assignment	13	Strategic Leadership Video Case - An example of Strategic Leadership: Meg Whitman/CEO/ebay
6	Competitive Rivalry & Dynamics Video Case - A focus on Competitive Dynamics: Hyundai South Korea	14	Strategic Entrepreneurship Video Case - A new entrepreneur on the block: Sara Blakely, Founder and Entrepreneur/SPANX
7	Corporate-level Strategies Video Case - The road to Diversification	15	Final Exam - cumulative
8	Merger & Acquisition Strategies Video Case - The Power of a Merger: Southwest		