BUS 299A – Strategic Management

4 Credits, 16 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: Completion of a minimum of 7 Business courses including BUS 110, BUS 130, BUS 239, and BUS 191.

Instructor

Gerri Rondot
S111C
780-715-3918
Gerri.Rondot@keyano.ca

Office hours

Monday, 5:00 pm – 6:20 pm
Tuesday, 1:00 pm – 2:50 pm
Wednesday, 5:00 pm – 6:20 pm

Hours of Instruction

Tuesday 10:00 am – 12:50 pm

Course Learning Objectives

Students will be able to:

1. 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. Explore conceptual frameworks and models to analyze competitive situation and strategic dilemmas and gain insight into strategic management;
3. Acquire practical experience in dealing with strategic issues by using current cases from across the globe;
4. 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;
5. 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. 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

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

Case Presentations

Your group will be provided a case based on the topic you choose, and will have 1 week to read, analyze, prepare, and present a 20 minute presentation (not including Q & A). Each member of the group must present – worth 30%. Your group is also responsible for submitting a 4 page (typed, single-spaced, 12-pt, 1” margins, not including contents, or references), in-depth report of your analysis and research – worth 5%.

Each presentation should include the following:

Slide 1 - Introduction of your Company and brief history of Company
Slide 2 – Problem(s) identification
Slide 3 – Symptoms or reasons problem has occurred
Slide 4 – Possible Alternatives (maximum of 3) with positive & negative impacts for each and/or SWOT analysis
Slide 5 – Choose solution and conclude

In-Class Assignments

Each week, we will be working on an integrated case in order to apply learning to real-world examples of strategic business situations. You will be asked to read, analyze, interpret and recommend alternative courses of action that the management team should take in order to achieve maximum success corporately. This requires the student to use their learning from other related disciplines such as marketing, finance, accounting, and human resources. These case assignments give the students the opportunity to make strategic business decisions in a safe learning community. Cases will be assigned either individually and in groups depending on the topic.

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.

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.

The minimum standard for passing this course is a grade of D (50 – 56.9%). The minimum grade for course progression/transfer is a grade of C- (60 – 63.9)
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.

__________________________
Gerri Rondot, Instructor

__________________________
Gina Langager, Chair Date Authorized

__________________________
Guy Harmer, Dean Date Authorized

Signed copies to be delivered to:
Gerri Rondot
Registrar’s Office
## Schedule of Activities:

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Course Content, expectations, and evaluation process.</td>
<td>9</td>
<td>International Strategies</td>
</tr>
<tr>
<td></td>
<td>Strategic Management and Strategic Competitiveness</td>
<td></td>
<td>Video Case – The lure of an International Strategy: India/Mohandas Pai/CEO/Infosys</td>
</tr>
<tr>
<td></td>
<td>Video Case – Brazil: An Emerging economy with strategic competitiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The External Environment</td>
<td>10</td>
<td>Cooperative Strategies</td>
</tr>
<tr>
<td></td>
<td>Video Case – The need to examine the External Environment: Disaster in the Gulf 1 year later</td>
<td></td>
<td>Video Case – A partnership with a cooperative twist: Microsoft &amp; Yahoo!</td>
</tr>
<tr>
<td>3</td>
<td>The Internal Organization</td>
<td>11</td>
<td>Corporate Governance / Ethics</td>
</tr>
<tr>
<td></td>
<td>Video Case – Organizational Culture creates Strategic Competitiveness</td>
<td></td>
<td>Video Case – Knowledge brings Corporate Governance: Whistle-Blowing/Stafford General Hospital</td>
</tr>
<tr>
<td>4</td>
<td>Business-level Strategies</td>
<td>12</td>
<td>Organizational Structure &amp; Controls</td>
</tr>
<tr>
<td></td>
<td>Video Case – Differentiation Strategy in tough economic times</td>
<td></td>
<td>Video Case – A match for Organizational Structure and Control – GM Bankruptcy</td>
</tr>
<tr>
<td>5</td>
<td>Canadian Politics and its impact</td>
<td>13</td>
<td>Strategic Leadership</td>
</tr>
<tr>
<td></td>
<td>In-class assignment</td>
<td></td>
<td>Video Case – An example of Strategic Leadership: Meg Whitman/CEO/ebay</td>
</tr>
<tr>
<td>6</td>
<td>Competitive Rivalry &amp; Dynamics</td>
<td>14</td>
<td>Strategic Entrepreneurship</td>
</tr>
<tr>
<td></td>
<td>Video Case – A focus on Competitive Dynamics: Hyundai South Korea</td>
<td></td>
<td>Video Case – A new entrepreneur on the block: Sara Blakely, Founder and Entrepreneur/SPANX</td>
</tr>
<tr>
<td>7</td>
<td>Corporate-level Strategies</td>
<td>15</td>
<td>Final Exam Period</td>
</tr>
<tr>
<td></td>
<td>Video Case – The road to Diversification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Merger &amp; Acquisition Strategies</td>
<td>16</td>
<td>Final Exam Period</td>
</tr>
<tr>
<td></td>
<td>Video Case – The Power of a Merger: Southwest</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>