BUS299A – Strategic Management

4 Credits, 15 weeks, 3 hours

Official 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 BUS110, BUS130, BUS140, and BUS191.

Instructor

Gerri Rondot
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780-791-4978
gerri.rondot@keyano.ca

Office Hours

Wednesday, 9:00 am – 10:00 am, 5:00 pm – 6:30 pm
Thursday, 11:00 am – 12 noon, 5:00 pm – 6:30 pm

Hours of Instruction

Wednesday, 10:00 am – 12:50 pm

Required Resources


Course Outcomes

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 student 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.

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

Grading System

<table>
<thead>
<tr>
<th>Descriptor</th>
<th>Alpha Grade</th>
<th>4.0 Scale</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>A+</td>
<td>4.0</td>
<td>&gt; 93.9</td>
</tr>
<tr>
<td></td>
<td>A</td>
<td>4.0</td>
<td>87 – 93.9</td>
</tr>
<tr>
<td></td>
<td>A-</td>
<td>3.7</td>
<td>80 – 86.9</td>
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<tr>
<td>Good</td>
<td>B+</td>
<td>3.3</td>
<td>77 – 79.9</td>
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<tr>
<td></td>
<td>B</td>
<td>3.0</td>
<td>74 – 76.9</td>
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<tr>
<td></td>
<td>B-</td>
<td>2.7</td>
<td>70 – 73.9</td>
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<tr>
<td>Satisfactory</td>
<td>C+</td>
<td>2.3</td>
<td>67 – 69.9</td>
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<tr>
<td>Progression</td>
<td>C</td>
<td>2.0</td>
<td>64 – 66.9</td>
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<tr>
<td></td>
<td>C-</td>
<td>1.7</td>
<td>60 – 63.9</td>
</tr>
<tr>
<td>Poor</td>
<td>D+</td>
<td>1.3</td>
<td>57 – 59.9</td>
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<tr>
<td>Minimum Pass</td>
<td>D</td>
<td>1.0</td>
<td>50 – 56.9</td>
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<tr>
<td>Failure</td>
<td>F</td>
<td>0.0</td>
<td>&lt; 50</td>
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## Schedule of Activities:

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

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/or 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

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

Specialized Supports

Counselling and Disability Services

Counselling Services provides a wide range of specialized counselling services to prospective and registered students, including personal, career, and academic counselling.

SKILL Centre

The SKILL Centre is a learning space in the Clearwater Campus at Keyano College where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff.

The SKILL Centre, through a variety of delivery methods, provides assistance in skill development to Keyano students. Assistance is provided by instructors, staff and student tutors. Individuals wishing to improve their mathematics, writing, grammar, study, or other skills, can take advantage of this unique service.
Authorization
This course outline has been reviewed and approved by the Program Chair.

________________________
Gerri Rondot, 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:
Instructor
Registrar’s Office