

## 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 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

Gregory KRABES

780 791 8958

[Gregory.krabes@keyano.ca](mailto:Gregory.krabes@keyano.ca)

### Office hours

Tuesdays 12:00 – 15:00

Wednesdays 17:30 – 18.30

Thursdays 17:30 – 18.30

### Hours of Instruction

Tuesdays & Thursdays 15:30 – 16:50

### Required Resources

*Strategic Management: Creating Competitive Advantages*, 3<sup>rd</sup> Cdn Ed., Dess, Lumpkin, Eisner, and Peridis. McGraw-Hill Ryerson. ISBN: 9870070401815.

### 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

Midterm Examination #1.....	20%
Midterm Examination #2.....	20%
Case Presentation.....	10%
Living Case.....	20%
Final Exam.....	30%

In-class case work

Each week, we will be working on cases and real world examples in order to apply learning of examples of strategic business decision making. You will be asked to read, analyze, interpret and recommend alternative courses of action in order for organizations 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.

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 <b>Progression</b>	C+	2.3	67 – 69.9
	C	2.0	64 – 66.9
	C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
<b>Minimum Pass</b>	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	Topic	
<b>Part 1 Strategic Analysis</b>		
1	Chapter 1 Strategic Management: Creating Competitive Advantages: An Overview	
2	Chapter 2 Analyzing the External Environment of the Firm	Read next chapter Read assigned case
3	Chapter 3 Analyzing the Internal Environment of the Firm	Read next chapter Read assigned case
4	Chapter 4 Assessing the Intellectual Assets of the Firm	
	Midterm Examination Chapters 1 – 4	
<b>Part 2 Strategic Formulation</b>		
5	Chapter 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages	Read next chapter Read assigned case

6	Chapter 6 Corporate-Level Strategy: Creating Value through Diversification	Read next chapter Read assigned case
7	Chapter 7 International Strategy: Creating Value in Global Markets	Read next chapter Read assigned case
8	Chapter 8 Industry Change and Competitive Dynamics	Read next chapter Read assigned case
	Midterm Examination Chapters 5 – 8	
<b>Part 3 Strategic Implementation</b>		
9	Chapter 9 Creating Effective Organizational Designs	Read next chapter Read assigned case
10	Chapter 10 Strategic Control and Corporate Governance	Read next chapter Read assigned case
11	Chapter 11 Strategic Leadership: Creating a Learning, Ethical, and Socially Responsible Organization	Read next chapter Read assigned case
12	Chapter 12 Managing Innovation and Fostering Entrepreneurship	Read next chapter Read assigned case
13	Presentations	
14	Final Examination	

**Please Note:**

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

**Performance Requirements**

**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.

More specific details are found in the Student Rights and Student 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 Student 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 / 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
- 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 Student 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 Student 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](http://ilearn.keyano.ca). Then print the certificate, sign it, and show it to each of your instructors. Your course work will not be graded until you show this signed certificate.

**Specialized Supports**

**Counselling and Accessibility 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.

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Gregory KRABES, Instructor

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Nermin Zukic, Chair	Date Authorized
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Vincella Thompson, Dean	Date Authorized
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**Signed copies to be delivered to:**  
 Instructor  
 Registrar's Office