Business Administration

Course Number:	**BUAD 340**
Course Title:	**STRATEGIC MANAGEMENT 1**
Credits:	3
Calendar Description:	This is the first of two courses in strategic management. It will draw upon critical thinking concepts and techniques to evaluate alternatives in a strategic management context. The case method will be used extensively. *(also offered by Distance Education)*
Semester and Year:	**Fall 2019**
Prerequisite(s):	BUAD 116, 128, 195, 262, 264, and minimum third-year standing or Admission to any Business Administration Post-Baccalaureate Diploma Program
Corequisite(s):	No
Prerequisite to:	BUAD 375, 410, 412, 415, 440, 480
Final Exam:	Yes
Hours per week:	6
Graduation Requirement:	BBA - Required
Substitutable Courses:	No
Transfer Credit:	CPA (credit with BUAD 365)
Special Notes:	
Originally Developed:	January 1998
EDCO Approval:	May 2017
Chair's Approval:	

Professors

Name	Phone	Office	Email
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Learning Outcomes

Upon completion of this course students will be able to

- differentiate between the four levels of strategy: corporate, business, functional and operational.
- analyze a company's strategy, its present business position, its long term direction, and its prospects for gaining a competitive advantage.
- craft business strategy and evaluate the merits of one strategy option over another.
- conduct strategic assessments for a variety of industries facing differing competitive situations, such as forming alliances, mergers or acquisitions, integrating vertically, expanding into foreign markets, or diversifying into related or unrelated businesses.
- diagnose a "real-life" problem, analyze its causes, determine and evaluate methods for solving the problem, and recommending a plan of action for implementing the selected solution.

Course Objectives

This course will cover the following content:

See weekly Course Schedule

Evaluation Procedure

Online Quizzes	10%
Mid-term Exam	20%
Final Exam	25%
Individual board Evaluations	5%
Individual component	**60%**
Team Full Case Report	15%
Team Case Presentation	15%
Team Assignments/Class Participation	10%
Total	100%
To pass this course, you must achieve a passing grade average (50%) in the mid-term and final exams.	

Notes

Exams (45%)
During the semester, there is a mid-term and final exam. These assessments evaluate your comprehension of strategic management concepts and your application of critical thinking and problem-solving skills to "real-life" situations. To pass this course, you must achieve a passing grade average (50%) in the mid-term and final exams. Missed exams cannot be rescheduled without a medical certificate or other supporting evidence. Inconvenience to the student is not a valid reason for missing scheduled exams.

Online Quizzes (10%)
These quizzes are to evaluate your comprehension of text readings.

Team Case Analyses
Each team (4-5 members) is responsible for a written case report, 4 oral case presentations and board evaluations. All of the cases to be used for analysis are in your text. Refer to the schedule of dates on Moodle, under the 'Class Preparation' and 'Syllabus' topic, for your team's submission and presentation dates.

Written Report (15%)
Each management team will submit one written case analysis for grading. It is expected that all team members will contribute to the discussion and preparation of the case report[1]. A signed Performance Schedule must be submitted with the written case report and individual marks will be allocated by this schedule based on the team grade. Refer to Assignment 1 for details. The Performance Schedule can be found on Moodle under the "Assignments" topic.
The written report is to adhere to the standard Case Analysis format (refer to the Case Study Report format and Case Study Analysis handouts on Moodle under the "Report Writing Help" topic). The report is to be generated using MS Word and submitted in hard copy to your Professor, and an electronic copy to the "Written Case Report Dropbox" on Moodle under the "Course Assignment" topic. The electronic copies will be submitted to the Turnitin plagiarism detection service to check for Plagiarism (see STUDENT CONDUCT AND ACADEMIC HONESTY section at the end of this course outline). The professor is required to report all evidence of Plagiarism to the Dean.

Oral Presentations (15%)
Throughout the semester, each management team will present three partial and one full case analyses for grading. It is expected that all team members contribute to the discussion and preparation of these presentations. For the partial case presentations, all management team members will present and will receive the same mark[2]. A Performance Schedule will be submitted for the full case analysis oral presentation. The Performance Schedule can be found on Moodle under the "Assignments" topic.
The format of these presentations is to follow the Case Study Analysis handout. Excluding question periods, the first three presentations (partial case analyses) are to be approximately 15 minutes in duration. The full case analysis presentation is approximately 30 minutes in duration excluding question period.
Visual aids are required to illustrate the main points of your presentation. A laptop with PowerPoint p will be available. If using other means, it is the team's responsibility to ensure that equipment and

[1] Omit from the report, names of team members who do not contribute to the submission; marks will not be awarded to non-participating members.
[2] Grades will not be awarded to non-contributing or absentee members of presenting teams.

software is set up properly and everyone is familiar with its operation. Each team is responsible for submitting a PowerPoint handout (3 slides per page) to the professor **prior** to the presentation.
Individual Case Board Evaluations (5%) Each management team member is responsible for evaluating the content and quality of other teams' presentations.For full case presentations, your team is to function as a Board of Directors and, as such, is expected to pose planned and relevant questions to the presenting teams. Board members are to be fully familiar with the case and its analysis. Before the end of the class session, the Board of Directors is to evaluate and submit its evaluations to the professor. Grading sheets will be provided online. The individual's grade is assessed by the professor, based on the quality of the evaluations submitted. The professor will facilitate the question and answer period to ensure ample opportunity for class members to participate. Each team member is expected to submit a list of at least 10 good questions to be attached to their presentation evaluation shhet.
Team Assignments/Class Participation (10%) Throughout the semester there will be three small assignments. The details of these assignments are posted in Moodle and due dates are listed on the course schedule (above). Your participation grade will be based on your attendance and quality and consistency of your contribution during class. Following each class, your participation will be graded – 3 marks for outstanding quality and contribution, 2 marks for good quality but less frequent participation, and 1 mark for low to no contribution. Absences will be recorded as 0 marks for participation.
Performance Schedules Peer evaluations are required for the written case report and the full-case oral presentation (above). These evaluations will be submitted together with the team's written report and for the team's full-case oral presentation. The Vice President of Human Resources is responsible for submitting a single score out of fifty (50) for each team member and the percentage of the grade allocated to each team member. Refer to Assignment 1 for details. Performance Schedules must be signed by all group members. If the team is not in agreement than the mark assigned by the Professor will apply to all group members. Note: Grades will not be awarded to non-contributing or absentee Board Directors.
Resolving Team Disputes One of the objectives of this course is to enhance each student's awareness of the skills and sacrifices that are required to perform as an effective team member. If any team member does not pull his or her weight, the management team may apply to the professor to have this person fired. Reasonable efforts must be taken to encourage this person's involvement and all stages of disciplinary action must be documented. Your professor is available to assist in counseling and dispute resolution at any stage. Nevertheless, once due process has been followed, the terminated individual will not be eligible for further team marks. It is the professor's prerogative to determine the action that is warranted and whether or not the student will be required to withdraw from the course. Team meeting minutes and other Moodle communications will be requested by the professor throughout the dispute resolution process.

Required Texts/Resources

Strategic Management I - Part 1: Concepts 2019. McGraw-Hill Create custom text
Strategic Management I - Part 2: Case Book 2019. McGraw-Hill Create custom case book.

Course Schedule

Date		Topic	Textbook
2019 Week of:		Wednesday, Sept 4 - Classes Start Monday, October 14 – Thanksgiving (no classes) Monday, November 11 – Remembrance Day (no classes) Wednesday, December 4 – Last Day of Regular Classes	
Sept.	2 – 6	Introduction/Course Expectations Strategic Management Process Overview of Harvard Case Analysis Method	Text Ch 1 Case Study Handout
	9 – 13	Strategy Making Tasks Importance and Development of Strategy Industry and Competitive Analysis Practice with Harvard Case Analysis Method Competition in the Craft Beer Industry	Text Ch 2 and 3 Online quiz – Ch 1 & 2
	16 – 20	Strategic Thinking and Analysis Company Resources and Capabilities Tesla Motors in 2018	Text Ch 4 Online quiz – Ch 3 & 4 Assignment 1 Due
	23 – 27	Strategy Formulation I Generic Competitive Strategies Tesla Motors in 2018	Text Ch 5 Online quiz – Ch 5
Sept. – Oct.	30 – 4	Strategy Formulation II Alliances, Partnerships and Other Strategic Choices iRobot in 2018	Text Ch 6 Online quiz Ch. 6
	7 – 11	Strategy Formulation III Review and Mid Term Exam Preparation Under Armour's Turnaround Strategy Midterm Case Announced	Assignment 2 Due Application of Worksheets – FitBit, Inc.
	14 – 18	Midterm Exam (Harvard Case Analysis Format)	
	21 – 25	Diversification Strategies Related and unrelated strategies Evaluating Attractiveness and Fit Review of Midterm and Assignment 3	Text Ch 8 Online Quiz Ch. 8
Oct. – Nov.	28 – 1	Ethics and Strategy, Environmental Sustainability Diversification Strategies Continued	Text Ch. 9 Online Quiz Ch. 9
	4 – 8	Strategy Formulation IV Competing in International Markets The Walt Disney Company: Its Diversification Strategy in 2018	Assignment 3 Due Mini-presentations on Disney Text Ch 7 Online Quiz Ch. 7
	11 – 15	Strategy Implementation I Execution Framework Building Resources and Capabilities Apple Inc.	Text Ch 10 Online quiz Ch. 10 Final Reports & Presentations
	18 – 22	Strategy Implementation II Successful Strategy Execution Managing Internal Operations Alphabet's Google	Text Ch 11 Online Quiz Ch.11 Final Reports & Presentations
	25 – 29	Final Exam Review	Peer Assessment Due
Dec.	2 - 6	Final Exam Review	
	8-19	Final Exam Period	

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student "conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC", as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

"Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination."

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as "the presentation of another person's work or ideas without proper or complete acknowledgement." It is the serious academic offence of reproducing someone else's work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

"Intentional plagiarism is the deliberate presentation of another's work or ideas as one's own." Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

"Unintentional plagiarism is the inadvertent presentation of another's work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit."

What are the Students' Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors' name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

"Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication "*Plagiarism Avoided; Taking Responsibility for your Work".* This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.