




# Business Administration

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|-------------------------|---|
| Course Number:          | <b>BUAD 340</b>   |
| Course Title:           | <b>STRATEGIC MANAGEMENT 1</b>   |
| 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. <i>(also offered by Distance Education)</i> |
| Semester and Year:      | <b>WINTER 2021</b>  |
| 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                           |
|--|----------------------------------|----------------|---------------------------------|
| <b>Devin Rubadeau</b><br><i>Course Captain</i> | <b>250-762-5445</b><br>ext. 4621 | <b>K: E224</b> | <b>drubadeau@okanagan.bc.ca</b> |
| Svan Lembke                                    | 250-575-1137                     | Kelowna: B209  | slembke@okanagan.bc.ca          |
| Michael Conyette                               | 250-545-7291 ext<br>2231         | Vernon: C339   | mconyette@okanagan.bc.ca        |

**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  | 5%         |
| Term Test   | 5%         |
| Mid-term Exam   | 20%        |
| Final Exam  | 25%        |
| <b>Individual Component</b>   | <b>55%</b> |
| Team Full Case Report (Corporate Strategy)  | 15%        |
| Team Full Case Oral Presentation (Business Strategy)  | 15%        |
| Team Assignments  | 15%        |
| <b>Team Component</b>   | <b>45%</b> |
| Total   | 100%       |
| <b>To pass this course, you must achieve a passing grade average (50%) in the mid-term and final exams.</b> |            |

## Notes

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| <p><b>Exams (45%)</b></p> <p>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%) on 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.</p>   |
| <p><b>Term Test (5%)</b></p> <p>There will be a term test early in the semester to evaluate your comprehension of course content.</p>  |
| <p><b>Online Quizzes (5%)</b></p> <p>Chapter quizzes will be used to evaluate your comprehension of text readings.</p>   |
| <p><b>Team Assignments (15%)</b></p> <p>Throughout the semester there will be six small assignments. The details of these assignments are posted in Moodle and due dates are listed on the course schedule (below). Assignments 1 – 3 are worth 2% of the course grade each, Assignments 4 – 6 are worth 3 % of the course grade each.</p>   |
| <p><b>Written Report – Corporate Strategy (15%)</b></p> <p>There is one large Corporate Strategy written case analysis at the end of the course worth 15% of your total grade. 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). The report is to be generated using MS Word and submitted to the "Corporate Strategy - Written Case Report" Dropbox on Moodle under the "Case Analysis" topic.</p>   |
| <p><b>Written Report &amp; Oral Presentation – Business Strategy (15%)</b></p> <p>There is one large Business Strategy oral presentation at the end of the course that is worth 15% of your total grade. The written report is to adhere to the standard Case Analysis format (refer to the Case Analysis Oral Presentation Format on Moodle). The oral presentation is to be generated using MS Powerpoint with voice over. The oral presentation should be submitted to the "Business Strategy – Oral Presentation" Dropbox on Moodle under the "Case Analysis" topic.</p>   |
| <p><b>Individual Case Board Evaluations (-25% to the Oral Presentation mark if not completed)</b></p> <p>Each management team member is responsible for evaluating the content and quality of on other teams' full case oral presentation. Students will act as a member of the Board of Directors and, as such, are 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, each Board member has to submit the evaluations to the professor. The individual's grade is assessed by the professor, based on the quality of the evaluation submitted, including a list of at least five good questions.</p> |

**Performance Schedules**

Peer evaluations are required at the end of term, and will impact the grading of the Corporate Strategy written report and the Business Strategy oral presentation (above). These evaluations will be submitted together with the team's Business Strategy written report and oral presentation. A student from each team 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 the Team Charter 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 team members.

**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.

**Additional Course Requirements for Online Classes**

This course requires regular attendance utilizing common tech; which must include a webcam, a microphone, and speakers. Class and small group discussions are regular activities, so students should be prepared for each three-hour class to include significant online interactions. Having a reliable internet connection on which to participate in class is essential. A working webcam and microphone is required and critical to participate in examinations.

**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.

Link to OC Bookstore including e-text options:

<https://okanagan.bookware3000.ca/CourseSearch/?course%5B%5D=K,202020,BUAD,BUAD340,01&>

## Course Schedule

| Date     |       | Topic  | Textbook/Assignment   |
|----------|-------|--|---|
| 2021     |       | <b>Monday, January 11<sup>th</sup> – First Day of Class</b>  |   |
| Week of: |       | Monday, February 15 – STAT; Tuesday, February 16 – Friday, February 19 – Reading Break<br>Friday, April 2 – Monday, April 5 - STAT ; Friday – April 16 – Last Day of Regular Classes   |   |
| Jan.     | 11    | Introduction/Course Expectations<br>Strategic Management Process<br>Overview of Harvard Case Analysis Method   | Case Study Handout  |
|          | 18    | Strategy Making Tasks<br>Importance and Development of Strategy<br>Practice with Harvard Case Analysis Method<br><i>Competition in the Craft Beer Industry in 2018</i>   | Text Ch 1<br>Online quiz – Ch 1                               |
|          | 25    | Charting a Company's Direction<br>Industry and Competitive Analysis<br>Evaluating the External Environment<br><i>Tesla Motors in 2018: Can the Company Keep the Magic?</i>   | Text Ch 1, 2 & 3<br>Online quiz – Ch 2 & 3<br>Assignment 1    |
| Feb.     | 1     | Company Resources and Capabilities<br>Generic Competitive Strategies<br><i>Tesla Motors in 2018: Can the Company Keep the Magic?</i>   | Text Ch 4 & 5<br>Assignment 2<br>Term Test<br>Team Charter    |
|          | 8     | Strengthening a Company's Strategic Position<br><i>Netflix's Strategy in 2018: Does the Company Have Sufficient Competitive Strength to Fight Off Aggressive Rivals?</i>   | Text Ch 6<br>Online quiz Ch. 6<br>Assignment 3                |
|          | 15    | <b>Reading Break</b>   |   |
|          | 22    | Business Strategies & Implementation I<br>Review and Mid Term Exam Preparation<br>Midterm Case Announced<br><i>Netflix's Strategy in 2018: Does the Company Have Sufficient Competitive Strength to Fight Off Aggressive Rivals?</i> | Text Ch 8<br>Online Quiz Ch 8<br>Assignment 4                 |
| Mar.     | 1     | <b>Midterm Exam</b>  |   |
|          | 8     | Business Strategies & Implementation II<br>Evaluating Attractiveness and Fit<br>Review of Midterm  | Text Ch 10 & 11<br>Online quiz – Ch. 10 & 11                  |
|          | 15    | Corporate Strategies I<br>Competing in International Markets<br><i>The Walt Disney Company: Its Diversification Strategy in 2018</i>   | Text Ch 7<br>Online Quiz C. 7<br>Assignment 5                 |
|          | 22    | Corporate Strategies II<br>Ethics, CSR, Environmental Sustainability, and Strategy<br><i>The Walt Disney Company: Its Diversification Strategy in 2018</i>   | Text Ch 9<br>Online Quiz – Ch 9<br>Assignment 6               |
|          | 29    | Corporate Strategies III<br>Building Resources and Capabilities<br><i>Sony</i>   | Written Report  |
| Apr.     | 5     | Business Strategies & Implementation III<br><i>Twitter Inc. in 2018: Too Little Too Late?</i>  | Oral Presentation<br>Board Evaluation<br>Performance Schedule |
|          | 12    | Review   |   |
|          | 19-28 | Final Exam Period  |   |

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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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**

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### **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](http://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, 7<sup>th</sup> edition (2019). 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.