School of Business

COURSE OUTLINE

SUMMER SESSION I 2024

COURSE CODE: BUAD 340

COURSE TITLE: STRATEGIC MANAGEMENT I

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).

Prerequisite(s): BUAD 116, 128, 195, 262, 264, and minimum third-year standing or admission to any business administration Post-Baccalaureate Diploma Program

Co-requisite(s): None

Prerequisite for: BUAD 375, 410, 412, 415, 440, 480

Substitutable Courses: None

Graduation Requirement: BBA – Required

Transfer Credit: CPA (credit with BUAD 365)

Special Notes: None

Credits: 3

Hours per Week: 6

Originally Developed: January 1998

EDCO Approval: May 2017

CHAIR'S APPROVAL:

Learning Outcomes

Outcome	Upon completion of this course students will be able to:
1	Differentiate between the four levels of strategy: corporate, business, functional and operational.
2	Analyze a company's strategy, its present business position, its long-term direction, and its prospects for gaining a competitive advantage.
3	Craft business strategy and evaluate the merits of one strategy option over another.
4	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.
5	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

Objectives	This course will cover the following content
	See weekly Course schedule

Professors

Name	Phone Number	Office	Email
Sandy Walker (Course Captain)		B207	swalker@okanagan.bc.ca

Evaluation Procedure

Online Quizzes	5 %
Term Test	5 %
Mid-Term Exam	20 %
Final Exam	25 %
Individual Component	**55 %**
Team Full Case Report (Corporate Strategy)	15 %
Team Full Case Oral Presentation (Business Strategy)	15 %
Team Assignments	15 %
Team Component	**45 %**
Total	**100 %**

To pass this course, you must achieve a passing grade average (50 %) in the midterm and final exams.

Required Materials

Thompson et al. (2022) Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases 23rd Edition (International Edition), McGraw Hill

Notes

Exams (45 %)
During the semester, there is a mid-term and final exam. These exams 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%) across 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.

Term Test(s) (5 %)
There will be one term test early in the semester to evaluate your note taking, reflection process and comprehension of course content.

Online Quizzes (5%)
Chapter quizzes will be used to evaluate your comprehension of text readings. The quizzes are based on the latest edition of the course text (23rd edition).

Team Assignments (15 %)
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. Group members have to be in class, ready to present and discuss the assignment content in order to share the group grade.

Written Report – Corporate Strategy (15 %)
There is one large Corporate Strategy written case analysis at the end of the course worth 15% of your total grade. This is a team project. The written case 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.

Oral Presentation – Business Strategy (15 %)
There is one large Business Strategy oral presentation at the end of the course that is worth 15% of your total grade. This is a team project. Visual aids are required to illustrate the main points of your oral presentation. Each team is responsible for submitting a PowerPoint handout (2 slides per page) to the professor prior to the presentation. The oral presentation should be submitted to the "Business Strategy – Oral Presentation" Dropbox on Moodle under the "Case Analysis" topic.

When in-person presentations are not possible, voice-over-slide presentations will be submitted (Online course format only).

Individual Case Board Evaluations (-15 % if absent)
Each team member is responsible for evaluating the content and quality of other teams' full case oral presentations. 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 their evaluation 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 to the presenting team.

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 after the team's Business Strategy 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. Performance Schedules must be signed by all team members. If the team is not in agreement then the mark assigned by the Professor will apply to all team members.

Note: Grades will not be awarded to non-contributing or absentee team members.

Refer to the Team Charter for details. There will also be a Performance Schedule at mid-term to enable team member expectation management and discussion. The mid-term Performance Schedule submission does not influence the grade.

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 (if delivered online) requires regular attendance utilizing common technology; 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 are required to participate in examinations.

Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Textbook
2024 Week of:		Monday, May 13, First day of class Friday, May 17, Last day to register for Summer Session I 2024 Wednesday, May 29, Last day to withdraw from class without academic penalty Friday, June 21, Last day of class Tuesday, June 25 – Wednesday, June 26, Final exam period for Session I	Chapter(s):
May	14	Introduction/Course Expectations Strategic Management Process Overview of Harvard Case Analysis Method *Competition in the Craft Beer Industry in 2020*	Case Study Handout Text Ch 1 Online quiz – Ch 1
	17	Charting a Company's Direction Industry and Competitive Analysis Evaluating the External Environment *Tesla's Strategy in 2020: Can it Deliver Sustained Profitability?*	Text Ch 1, 2 & 3 Online quiz – Ch 2 & 3 Assignment 1
	21	Company Resources and Capabilities Generic Competitive Strategies *Tesla's Strategy in 2020: Can it Deliver Sustained Profitability?*	Text Ch 4 & 5 Online quiz – Ch 4 & 5 Assignment 2 Team Charter Term Test
	24	Strengthening a Company's Strategic Position *Netflix's 2020 Strategy for Battling Rivals in the Global Market for Streamed Video Subscribers* Review and Mid Term Exam Preparation	Text Ch 6 Online quiz Ch. 6 Assignment 3
	28	Business Strategies & Implementation I *Netflix's 2020 Strategy for Battling Rivals in the Global Market for Streamed Video Subscribers*	Text Ch 8 Online Quiz Ch 8 Assignment 4
	31	**Midterm Exam**	
June	4	Business Strategies & Implementation II Evaluating Attractiveness and Fit Review of Midterm	Text Ch 7 Online Quiz Ch. 7
	7	Corporate Strategies I Competing in International Markets *The Walt Disney Company: Its Diversification Strategy in 2020*	Text Ch 10 & 11 Online Quiz Ch 10 & 11 Assignment 5
	11	Corporate Strategies II Corporate Culture and Leadership Ethics, CSR, Environmental Sustainability, and Strategy *The Walt Disney Company: Its Diversification Strategy in 2020*	Text Ch 9 & 12 Online Quiz – Ch 9 & 12 Assignment 6
	14	Corporate Strategies III Building Resources and Capabilities *Southwest Airlines in 2020: Culture, Values, and Operating Practices.*	Written Report
	18	Business Strategies & Implementation III *Under Armour's Strategy in 2020: Can it Revive Sale and Profitability in its Core North American Market?*	Oral Presentation Board Evaluation Performance Schedule
	21	Review for Final Exam	
	25	**Final Exam**	

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.