

COURSE SYLLABUS



COURSE TITLE:	Business 290 – Applied Business Strategy
CLASS SECTION:	Sec 001
TERM:	F – 2022
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Lecture – In-class Tues & Thurs 2:30 pm – 4:20 pm Centre for Business & Access – Room 219

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. Learn more about Camosun's [Territorial Acknowledgement](#).

For COVID-19 information please visit <https://camosun.ca/about/covid-19-updates>. There is also a FAQ page at the following link: <http://camosun.ca/covid19/faq/covid-faqs-students.html>.

Camosun College requires mandatory attendance for the first class meeting of each course. If you fail to meet this requirement, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space will be offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME:	Robert (Bob) Downie
EMAIL:	downier@camosun.ca
OFFICE:	Virtual (Collaborate)
PHONE:	Office-250-370-4130 Cell-250-883-3311
HOURS:	By appointment (virtual office)

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

The successful development, execution, and evaluation of business strategies is fundamental to organizational success. This course focuses on creating, capturing, and maintaining sustainable competitive advantage within the marketplace. Using a business simulation and other course activities, students will learn and practice business strategy, integrating new concepts with those gained in previous courses.

PREREQUISITE(S):	C in MARK 110; C in ACCT 207 / 220 or a bachelor's degree
CO-REQUISITE(S):	N/A
EXCLUSION(S):	N/A

COURSE LEARNING OUTCOMES / OBJECTIVES

Upon successful completion of this course, a student will be able to:

- Develop and implement strategic plans.
- Investigate and identify risks associated with the strategic direction of a business operation.
- Integrate common strategic theories into the operational planning process.
- Assess the performance of a business operation through the interpretation of diverse operational data and interpretation of key performance metrics.
- Apply problem-solving and decision-making techniques in order to improve operational performance.
- Synthesize and communicate complex information to a business audience.
- Work effectively as part of a team.

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

- a) Edwards, J.; Try, D., Ketchen, D., Short, J. (2014). Mastering Strategic Management (1st Canadian ed.). BC Campus.
 - Retrieved from <https://open.bccampus.ca/find-open-textbooks/?uuid=91cdcf18-273d44cc-8432-865d09005fda&contributor=&keyword=&subject=Management>
 - Available in D2L Content (Unit 1)
- b) Readings assigned by instructor – available on D2L.
- c) Simulation: GoventureCEO This package is available for purchase from the bookstore or you can purchase an online student subscription from <https://mediaspark.dpdcart.com/>
- d) The purchase of up to two cases will be required for this course. The cost is \$5.00 CAD for each.
 - Details will be provided by you instructor.

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor. This section meets Mondays and Wednesdays from 10:30-12:20 a.m..

	Topics and Assigned Reading	Assignments
Unit 1 Sept 6 Sept 8	Topic: Course introduction <input type="checkbox"/> Simulation: Introduction to the simulation – Cellphone Industry	Introduce yourself (brief bio) Discussion Post Due Sept 8 Purchase simulation code (see Unit 1 D2L for details)
Unit 2 Sept 13 Sept 15	Topic: What is Strategy? Readings: <input type="checkbox"/> Ch.1 (pp.3-11) What Is Strategic Management? <input type="checkbox"/> Ch.1 (pp. 13-18) Intended, Emergent, and Realized Strategies <input type="checkbox"/> Ch. 1 (pp. 23-27) History of Strategic Management <input type="checkbox"/> What is Strategic Thinking • So What is a Strategic Thinker? Videos: <input type="checkbox"/> Simon Sinek: How Great Leaders Inspire Action <input type="checkbox"/> HBR Explainer: Core Competence <input type="checkbox"/> Simulation #2: Pairs formed for second simulation (Winery Industry Advanced)	Unit 2 activity Simulation (Individual) – Daily input by 11pm. Sept 12, 13, 14, 15, & 16. Complete all decision entries AND the 13Q Multiple Choice Quiz. 13 Q – Tutorial Quiz - Due Sept 18 Backcasting activity submission – Due Sept 15 Self-enrol in pairs for Sim #2 – Due Sept 18 Competency Quiz: it’s long, so leave ample time - Due Sept 25.
Unit 3 Sept 20 Sept 22	Topic: The External Operating Environment & SWOTs / Value & Competitive Advantage Readings: <input type="checkbox"/> Ch.3 (pp. 80-111) PESTEL /5 Forces <input type="checkbox"/> Ch.4 (pp. 124-140) Strategic Resources <input type="checkbox"/> Porter’s 5 Forces (Whelelabor) <input type="checkbox"/> Analysis of the brewing industry with Porter’s 5-force model: <ul style="list-style-type: none"> o Marketline Industry Profile: Beer and Cider in Canada (pp. 17 to 22) and o 31212CA Breweries in Canada Industry Report (pp. 20 to 25) Videos: <input type="checkbox"/> HBR Explainer: Porter’s 5 Forces	Unit 3 Activity Self-enrol in pairs for Sim #2 – Due Sept 18 Simulation (Paired) – 1 st Period input Sept 22 PESTEL, 5 Forces activity submission - Due September 23 Unit 3 Discussions Due Sept 23 Competency Quiz (it is long, so leave ample time) Competency Quiz - Due Sept 25.

	Topics and Assigned Reading	Assignments
Unit 4 Sept 27 Sept 29	Topic: Developing a Strategic Orientation / Generic Competitive Strategy Readings: <ul style="list-style-type: none"> <input type="checkbox"/> Ch.5 (pp. 177-209) Generic Business Level Strategy <input type="checkbox"/> Ch.5 (pp.210-215) Best Cost Strategy <input type="checkbox"/> Ch.5 (pp.217-221) Stuck in the Middle <input type="checkbox"/> Major Frameworks – Porter’s Generic Competitive Strategies (Martin) <input type="checkbox"/> You Can’t be the Cheapest and the Best Videos: <input type="checkbox"/> HBR Explainer: What is a Business Model? 	Unit 4 Activity Simulation (Paired) – 2nd Period input due Sept 29
Unit 5 Oct 4 Oct 6	Topic: Mission, Vision, Goals, Strategies, Tactics Readings: <ul style="list-style-type: none"> <input type="checkbox"/> Ch. 2 (pp. 41-56) Mission, Vision, Balanced Scorecard <input type="checkbox"/> Mission Statement versus Vision Statement <input type="checkbox"/> Mission vs. Goals vs. Objectives vs. Strategy vs. Execution vs. Tactics <input type="checkbox"/> The Differences between Goals, Objectives, Strategies, and Tactics <input type="checkbox"/> Infographic on Missions/Vision (reference) Videos: <ul style="list-style-type: none"> <input type="checkbox"/> HBR Explainer: The Balanced Scorecard 	Unit 5 activity Simulation (Paired) – 3rd Period input due Oct 6 SMART Goals activity submission Due Oct 6
Unit 6 Oct 11 Oct 13	Topic: Lean Canvas, Creating New Market Space & Blue Ocean Reading: <ul style="list-style-type: none"> <input type="checkbox"/> Ch. 6 (pp.230-256) Making Competitive Moves <input type="checkbox"/> Creating New Market Space <input type="checkbox"/> Why Lean Start-up Changes Everything Videos: <ul style="list-style-type: none"> <input type="checkbox"/> HBR Explainer: Blue Ocean Strategy 	Unit 6 activity Simulation (Paired) – 4th Period input due Oct 13 Self-enrol in teams (2 pairs per) for Sim #3 – Due Oct 15
Unit 7 Oct 18 Oct 20	Topic: Making & Responding to Competitive Moves / Strategy versus Tactics Readings: <ul style="list-style-type: none"> <input type="checkbox"/> Turning Great Strategy into Great Performance <input type="checkbox"/> Closing the Gap between Strategy & Execution <input type="checkbox"/> 9 Reasons Why Change is Difficult <input type="checkbox"/> Simulation #3: Teams formed for third simulation (Winery Industry advanced). <input type="checkbox"/> Introduce Operating Plan & Presentation Assignments. 	Unit 7 activity Simulation (Paired) – 5th Period input due Oct 20 Prep for Operating Plan activity submission - Due Oct 23rd Self & Peer Reflection for Sim #2 -Due Oct 23 Project: Operating Plan due Nov 16

	Topics and Assigned Reading	Assignments
Unit 8 Oct 25 Oct 27	Topic: Implementation Strategy – Revenue Management Readings: <input type="checkbox"/> Price Fencing in Revenue Management <input type="checkbox"/> Other: Potential Guest Speaker	Unit 8 activity Team Simulation – 1 st input due Oct 27 Delegation of Responsibility (for Operating Plan) Due Oct 27
Unit 9 Nov 1 Nov 3	Topic: Innovation & Strategy Reading: <input type="checkbox"/> Innovation & Entrepreneurship in the Hospitality Industry <input type="checkbox"/> Three Types of Innovation <input type="checkbox"/> Innovation Isn't Just About New Products Videos: <input type="checkbox"/> HBR Explainer: Disruptive Innovation <input type="checkbox"/> Introduce Case Study for Individual case – TBA Due Nov 27.	Unit 9 activity Discussion post due before class Team Simulation – 2 nd input due Nov 3 Operating Plan / Evaluation Due Nov 6
Unit 10 Nov 8 Nov 10	Topic: Case Study Overview & Case #1 Reading: <input type="checkbox"/> Preparing a Case Study: General Guidelines <input type="checkbox"/> Case Study on the Hillside Hotel <input type="checkbox"/> Case Study on Zen Blenders (Start)	Unit 10 activity Team Simulation – 3 rd input due Nov 10 Discussion post due before class
Unit 11 Nov 15 Nov 17	Topic: Business Case #2 discussion Reading: <input type="checkbox"/> Case Study on Zen Blenders (Conclude) <input type="checkbox"/> Case Study for Individual case – TBD	Unit 11 activity Discussion post due before class Team Simulation – 4 th input due Nov 17 Case #3 Writeup due Nov 27
Unit 12 Nov 22 Nov 24	Topic: Business Case #3 discussion	Unit 12 activity Team Simulation – 5 th (final) input due Nov 24 Case #3 Writeup due Nov 27
Unit 13 Nov 29 Dec 1	<input type="checkbox"/> Case Study Debrief <input type="checkbox"/> Work on - Team work on presentations	Unit 13 activity Team Presentations due Dec 6 / 8
Unit 14 Dec 6 Dec 8	Presentations – Dec 6 and / or 8	Unit 14 activity Team Presentations/Sim 3 - Evaluations due Dec 6
Exam Period	No final Exam	

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is

required. Deadlines can be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Assignments (55%) <input type="checkbox"/> Case Study (Individual) <input type="checkbox"/> Creation of an Operation Plan (Group) <input type="checkbox"/> Owner’s Group - Final Presentation (Group)	25% 20% 10%
Simulations (20%) <input type="checkbox"/> Simulation #1 (Individual) <input type="checkbox"/> Simulation #2 (Pairs) <input type="checkbox"/> Simulation #3 (Groups) <input type="checkbox"/>	5% 7% 8%
Online Activities (Individual/Groups) (25%) <input type="checkbox"/> Participation/Activities/Discussions	25%
TOTAL	100%

Notes on assessments:

1. Marks awarded for the Operating Plan (20%) and for the Report (Presentation) to the Ownership Group (15%) will be subject to adjustment for each team member based on peer evaluation by all team members. Please refer to the Self and Peer Evaluation document on D2L.
2. Simulation #1 (5%) – Individual. Complete the 5 decision-entry periods AND the 13-question multiple choice quiz for full marks.
3. Simulation #2 (7%) – Paired. Complete all decision-entry periods, submit a decision report for each entry period, complete the peer evaluation quiz (in the simulation), AND the Competency Quiz (in the simulation). Note that pairs are expected to share the responsibility of completing the decision reports.
4. Simulation #3 (8%) – Team. Complete all decision-entry periods. Complete simulation decision reports (share between team members). Half of the marks for this simulation will be based on the relative standing of each team, and half on the quality and quantity of the decision reports.
5. Weekly activities. Each student will be given the 25% mark for the weekly assignments up front. So, you start the term with 25 of the total 100 course marks “in your pocket”! Marks will be deducted for incomplete and unsubmitted work. Number of activities is to be determined but expect about 8 to 12.

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information. <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca/libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- Providing answers to another student in any test, examination, or take-home assignment.
- Taking any unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

Deadlines, exams, and assignments. You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- a. **EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- b. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- c. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Final exams: Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from: <http://camosun.ca/learn/calendar/current/procedures.html#academic>.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a "D" grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.