

COURSE SYLLABUS



COURSE TITLE: Business 290 – Applied Business Strategy

CLASS SECTION: Sec 001

TERM: Winter – 2025

COURSE CREDITS: 3 credits

DELIVERY METHOD: Lecture – In class, Tuesdays and Thursdays
8:30 to 10:20 a.m.

Centre Business & Access (CBA) **282** (computer lab)

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](#).

INSTRUCTOR DETAILS

NAME: Tabea Berg (she/her) ([pronunciation](#))

EMAIL: bergt@camosun.ca

OFFICE: CBA 225C

HOURS: Tuesdays, from 11:30 a.m. to 12:30 p.m. (after class) or by appointment; online appointments also available.

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 to optimize competitive advantage
- Evaluate risks associated with the strategic direction of an organization
- Apply appropriate strategies and frameworks to the operational planning process
- Apply problem-solving and decision-making techniques to improve operational performance
- Assess the performance of an organization through analysis of key performance metrics and data
- Evaluate strategic decision-making to support organizational success
- Synthesize and communicate complex information to a business audience
- Work effectively as part of a team to develop strategic plans

REQUIRED MATERIALS & PREPARATION

a) **Textbook:**

- Edwards, J., Try, D., Ketchen, D., Short, J. (2014). *Mastering strategic management* (1st Canadian ed.). BC Campus.
- Retrieved from <https://collection.bccampus.ca/textbooks/mastering-strategic-management-1st-canadian-edition-bccampus-236/> (Download pdf.) (No Cost)
- Available in D2L Content > Course Information

b) **Readings assigned by instructor** – available in each unit on D2L.

c) **Simulation: GoVentureCEO.** This package is available for purchase from the Camosun College bookstore (\$33.50 CAD) or you can purchase an online student subscription from <https://mediaspark.dpdcart.com/> (cost \$29.00 USD). Additional access information specific to this section of the course will be provided in class.

d) **Case study course pack:** This is available through www.iveypublishing.ca at a cost of \$10.90 CAD. After registering for an account, the following link gives access to purchase the course pack: <https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF0000035Ewf2AE> This course pack comprises **two** cases. When you purchase the course pack, this information is logged by Ivey Publishing and is accessible to the instructor. Additionally, if requested, you will be required to provide proof of purchase to the instructor. It is a violation of academic integrity to share or re-use previously purchased copies or share copies with other students.

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.

Suggestion: Enter all the due dates in whatever calendar you use (with associated notifications) so you don't lose track. Additionally, in most weeks, there are assigned resources (readings/cases, videos, etc.) that should be prepared before class (and brought to class) so you can engage in the class discussions/activities. The resources that are required versus supplementary (optional) are set out in each unit in D2L. Look ahead regularly so you don't miss anything.

Unit & Class Dates	Topics / Content	Assessments (Legend)	
		General Activities & Quizzes	Sim #1 / Sim #2 / Sim #3 Other Assignments
Unit 1 Jan. 6-12	Course introduction <ul style="list-style-type: none"> Intro to each other and the course Intro to the GoVenture CEO simulation: Sim #1: Smartphone Industry 	<p>Introduce yourself (brief bio) in D2L; discussion post due by Jan. 12, 11:59 p.m.</p> <p>Purchase simulation code (see D2L for details) and get oriented to the simulation – Due by Jan. 10.</p> <p>Purchase and download Ivey case study “course pack” by Jan. 10.</p>	
Unit 2 Jan. 13-19	What is Strategy? <ul style="list-style-type: none"> Content/discussion/activities Sim #2 (Food Services) setup 	<p>Read/review required resources before class</p> <p>Possible Unit 2 Activity/Quiz</p> <p>Sim #1 (Individual) – Daily input by 11 p.m. (PT) Jan. 15, 16, 17, 18, & 19. Complete all decision entries <u>AND</u> the 13Q multiple-choice Tutorial Quiz - Due Jan. 19. (Start Competency Quiz: it's long, so leave ample time – Due: Jan. 26.)</p> <p>Identify Sim #2 partnerships (optional) by end of Jan. 16.</p>	
Unit 3 Jan. 20-26	The External and Internal Operating Environments – Part 1: Situation Analysis <ul style="list-style-type: none"> Content/discussion/activities 	<p>Read/review required resources before class</p> <p>Possible Unit 3 Activity/Quiz</p> <p>Sim #2 (Paired) – 1st Period Decisions – Due Jan. 23</p> <p>Competency Quiz - Due Jan. 26</p>	

Unit & Class Dates	Topics / Content	Assessments (Legend)	
		General Activities & Quizzes	Sim #1 / Sim #2 / Sim #3 Other Assignments
Unit 4 Jan. 27-Feb. 2	The External and Internal Operating Environments – Part 2: Developing a Strategic Orientation / Generic Competitive Strategy (VRIO & SWOT) <ul style="list-style-type: none">Content/discussion/activities	Read/review required resources before class Possible Unit 4 Activity/Quiz Sim #2 (Paired) – 2nd Period Decisions + Decision Report – Due Jan. 30	
Unit 5 Feb. 3-9	Business Modeling and the Business Model Canvas <ul style="list-style-type: none">Content/discussion/activities	Read/review required resources before class Possible Unit 5 Activity/Quiz Sim #2 (Paired) – 3rd Period Decisions – Due Feb. 6 Environmental Analysis Assignment (Individual or Pairs) – Due Feb. 7 Identify Sim #3 teams (optional) by end of Feb. 6.	
Unit 6 Feb. 10-16	Vision, Mission, Goals/Objectives, Strategies, & Tactics <ul style="list-style-type: none">Content/discussion/activitiesIntroduce Operating Plan & Presentation Assignments	Read/review required resources before class Possible Unit 6 Activity/Quiz Sim #2 (Paired) – 4th Period Decisions + Decision Report – Due Feb. 13 Groups (2 pairs per) set for Sim #3	
Feb. 17-23 – READING BREAK, NO CLASSES			
Unit 7 Feb. 24-Mar. 2	Assessing Performance (Balanced Scorecard, etc.) <ul style="list-style-type: none">Content/discussion/activitiesSim #3 (Winery)Work on Team Contract and Delegation of Responsibilities	Read/review required resources before class Possible Unit 7 Activity/Quiz Sim #3 (Group) – 1st Period Decisions – Due Feb. 27 Operating Plan (Group) Team Contract + Delegation of Responsibilities (Group) – Due Mar. 2	
Unit 8 Mar. 3-9	Stakeholder Considerations <ul style="list-style-type: none">Content/discussion/activities	Read/review required resources before class Possible Unit 8 Activity/Quiz Sim #3 (Group) – 2nd Period Decisions + Decision Report – Due Mar. 6	

Unit & Class Dates	Topics / Content	Assessments (Legend)	
		General Activities & Quizzes	Sim #1 / Sim #2 / Sim #3 Other Assignments
Unit 9 Mar. 10-16	Making & Responding to Competitive Moves (Strategy versus Tactics and Lean Strategy) <ul style="list-style-type: none"> Content/discussion/activities 	Read/review required resources before class Possible Unit 9 Activity/Quiz Sim #3 (Group) – 3rd Period Decisions – Due Mar. 13 Operating Plan (Group) Due Mar. 13 Self and Team Member Evaluation (Individual) – Due Mar. 14	
Unit 10 Mar. 17-23	Innovation & Strategy / Creating New Market Space (Ansoff Matrix and Blue Ocean Strategy) <ul style="list-style-type: none"> Content/discussion/activities 	Read/review required resources before class Possible Unit 10 Activity/Quiz Sim #3 (Group) – 4th Period Decisions + Decision Report – Due Mar. 20	
Unit 11 Mar. 24-30	Strategic Decision Making (Risk Analysis) <ul style="list-style-type: none"> Content/discussion/activities 	Read/review required resources before class Possible Unit 11 Activity/Quiz Sim #3 (Group) – 5th (final) Period Decisions – Due Mar. 27	
Unit 12 Mar. 31-Apr. 6	Presentation and Simulations and Strategy Reflection Requirements <ul style="list-style-type: none"> Instructor coaching Work on Final Presentation 	Read/review required resources before class Possible Unit 12 Activity/Quiz	
Unit 13 Apr. 7-12	Presentations and Course Wrap-up	Final Presentations (Group) – Due Apr. 8 and 10 (schedule TBD) Self and Team Member Evaluation (Individual) – Due Apr. 11 Simulations and Strategy Reflection (Individual) – Due Apr. 11	
Exam Period		No final exam	

Students registered with the Centre for Accessible Learning (CAL) who complete exams, tests, and quizzes with academic accommodations will be given extra time in class to complete quizzes.

ASSESSMENT

DESCRIPTION	WEIGHTING
Assignments (60%)	
<input type="checkbox"/> Environmental Analysis (Individual/Pairs)	15%
<input type="checkbox"/> Operating Plan / Presentation (Group) <ul style="list-style-type: none"> ▪ Operating Plan – 20% ▪ Final Presentation – 10% 	30%
<input type="checkbox"/> Simulations and Strategy Reflection (Individual)	15%
Simulations (20%)	
<input type="checkbox"/> Simulation #1 (Individual)	5%
<input type="checkbox"/> Competency Quiz (Individual)	2%
<input type="checkbox"/> Simulation #2 (Pairs)	6%
<input type="checkbox"/> Simulation #3 (Groups)	7%
Activities and Quizzes (Individual) (20%)	
<input type="checkbox"/> Participation/Activities/Discussions/Quizzes	20%
TOTAL	100%

NOTES ON ASSESSMENTS

1. Environmental Analysis assignment – Students have the option to complete this assignment as individuals or in pairs. If they choose to complete it in pairs, both students will receive the same grade on the assignment.
2. Marks awarded for the Operating Plan (20%) and for the Final Presentation (10%) will be subject to adjustment for each team member based on peer evaluation by all team members. Please refer to the “Self and Team Member Evaluation” document on D2L.
3. Simulation #1 (5%) – Individual. Complete the 5 decision-entry periods and the 13-question multiple choice Tutorial Quiz AND the Competency Quiz (2%). These quizzes occur within the simulation itself.
4. Simulation #2 (6%) – Paired. Complete all decision-entry periods and submit two decision reports as indicated in the course schedule. Pairs are expected to share the responsibility of making period decisions and completing the reports. Marks will be deducted at the end of the course in the “Activities and Quizzes” portion of the grade book (Participation) for any period where students miss completing a save.
5. Simulation #3 (7%) – Group. Complete all decision-entry periods and submit two decision reports as indicated in the course schedule. Groups are expected to share the responsibility of making period decisions and completing the reports. Marks will be deducted at the end of the course in the “Activities and Quizzes” portion of the grade book (Participation) for any period where students miss completing a save.
6. Simulations and Strategy Reflection (15%) – Each student will submit a report in which they 1) reflect on their independent learning from participating in all three simulations and 2) make strategic recommendations for a case, both of which should be tied to specific course concepts from assigned course resources.
7. Participation/Activities/Discussions/Quizzes (20%) – Each student will be given the opportunity to earn 15% for completing a variety of in-class and (sometimes) D2L-based activities. Assessment will be based on submitted quizzes/activities, to be determined, but the instructor will provide ample advance notice of what to expect from one week to the next. Quizzes/activities will assess students’ preparation (not expert application) of already-assigned course resources for the respective unit. They will also be unique to each section of the course.

Expect between 8 to 12 submitted quizzes/activities throughout the term. ***There are no “make-up” quizzes/activities due to absence. To account for this, the two lowest-scoring activities/quizzes (including any zeroes associated with absences) will be dropped from***

this grade category at the end of the term. This accommodation should not influence your commitment to attend every class. There is a strong correlation between attendance and doing well on all course assessments, and you are responsible for everything that happens in class.

The remaining 5% in this assessment category will be based on attendance, punctuality, and observable engagement in class sessions.

If you have a concern about a grade you have received for an evaluation, please notify me as soon as possible. Refer to the [Grade Review and Appeals](#) policy for more information.

<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

CAMOSUN COLLEGE GRADE/GRADE POINT EQUIVALENCIES

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

COURSE GUIDELINES & EXPECTATIONS

Responsibility for Course Content

Students are responsible for all information that is part of the course, including announcements, activities, instructions, and course delivery that takes place in class, whether or not classes have been attended. Similarly, students are responsible for all information in the course D2L site, including News items, activities, assessment instructions, and assessment feedback. Students should set up D2L notifications accordingly. The instructor assumes responsibility for ensuring timely information is available in class and in D2L to support student success.

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 proper referencing will be assessed in your mark.
- Unless otherwise specified, you are to submit your own individual work. Any work collaborated (unless explicitly permitted by the instructor) 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 or otherwise including the ideas of another person or information obtained from another source, whether written or verbal, without referencing the source.
- Providing answers or assignment help/content to another student in any test, examination, or take-home assignment, unless explicitly permitted to do so.
- 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.
- Using AI-based tools to complete assessments unless explicitly permitted to do so (and in the specific ways prescribed).
- In cases where AI tool use is permitted, not explicitly declaring/citing this in the assignment submission.
- **If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

USE OF AI-BASED TOOLS

This is specifically about ChatGPT, but applies to using any artificial intelligence technology **for this class**, including translation (e.g., Google Translate) and editing tools (e.g., Grammarly). ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course for **some** assignments. However, its use is limited as follows:

- For *some* assignments and in *some* specific ways, AI tools may be used as outlined by the instructor in the written assignment instructions and in class. ***In all other circumstances and for anything else submitted (included ungraded submissions), the default position is that these tools are not permitted.***
- At any time, even when AI tools are permitted, any class assignment should represent students' own original work (e.g., analysis and ideas). Where students have used AI tools, they must disclose this in a written declaration and/or through citation. As per the academic integrity policy, any sources students use to support or complete their work should be cited, and this includes AI tools. Students must cite the use of ChatGPT or other AI-based language models in their work, following the [Camosun College style guidelines](#).
- Even in cases where AI tools are permitted, students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models (e.g., "hallucinated" text and/or information) and for critically evaluating their output, including source citations. This means students are responsible for the accuracy and credibility of *anything* they submit, whether or not it is assisted by AI technologies.

Recognize that different instructors in different courses and/or sections will treat use of AI tools differently, so do not assume one instructor's policy also applies to any other course or course section.

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.

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.

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-2.9.pdf>

[and-support/e-2.5.pdf](#) to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus and Course Delivery: 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.