

COURSE SYLLABUS



COURSE TITLE:	BUS 290 Applied Business Strategy
CLASS SECTION:	D03
TERM:	2022 Fall
COURSE CREDITS:	3
DELIVERY METHOD(S):	Online synchronous

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̓SÁNEĆ 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://legacy.camosun.ca/covid19/index.html>.

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 explanation in advance, you will be removed from the course and the space offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME: Stephen Scott
EMAIL: scotts@camosun.bc.ca
OFFICE: CBA 264
HOURS: Thursday nights 5 - 6 PM or by appointment

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

This course focuses on the principles of management in contemporary organizations. Basic theoretical foundations are applied to management issues such as strategic planning, contemporary organizational structures, leadership, human resource considerations and current approaches to monitoring organizational performance. Learners will have the opportunity to apply the principles discussed to local organizations. Learners will also develop skills in decision-making, time management, project management and group process.

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 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.
 - a. Available in D2L – contents (week 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.

The evening version of this course includes two hours and fifty minutes of face-to-face instruction. In addition to attendance, students are expected to access online materials available on the course D2L site and ensure that sufficient homework is completed to make up the additional 50 minutes of day class coverage.

COURSE SCHEDULE (subject to change)

Week Starting	Topics and Assigned Reading	Assignments
Unit 1 Sept 8	Topic: Course introduction Simulation: Introduction to the simulation – Cellphone Industry	Introduce yourself (brief bio) Discussion Post Due Sept 8 Purchase simulation code (see Week 1 D2L for details)
Unit 2 Sept 15	Topic: What is Strategy? Readings: <ul style="list-style-type: none"> • Ch.1 (pp.3-11) What Is Strategic Management? • Ch.1 (pp. 13-18) Intended, Emergent, and Realized Strategies • Ch. 1 (pp. 23-27) History of Strategic Management • What is Strategic Thinking • So What is a Strategic Thinker? Videos: <ul style="list-style-type: none"> • Simon Sinek: How Great Leaders Inspire Action • HBR Explainer: Core Competence • Simulation #2: Pairs formed for second simulation (Winery Industry Advanced) 	Unit 2 activity Simulation (Individual) – Daily input by 11pm. Sept 15, 16, 17, 18, and 19. (5 days) Complete all decision entries <u>AND</u> the 13Q Multiple Choice Quiz (Due Sept 18) Backcasting activity submission – Due Sept 15 Self-enrol in pairs for Sim #2 – Due Sept 22 Competency Quiz: it’s long, so leave ample time - Due Sept 25.
Unit 3 Sept 22	Topic: The External Operating Environment / Value & Competitive Advantage Readings: <ul style="list-style-type: none"> • Ch.3 (pp. 80-1111) PESTEL /5 Forces • Ch.4 (pp. 124-140) Strategic Resources • Porter’s 5 Forces (Wheelabator) • Analysis of the brewing industry with Porter's 5-force model: • Marketline Industry Profile: Beer and Cider in Canada (pp. 17 to 22) and • 31212CA Breweries in Canada Industry Report (pp. 20 to 25) Videos: <ul style="list-style-type: none"> • HBR Explainer: Porter’s 5 Forces 	Unit 3 Activity Self-enrol in pairs for Sim #2 – Due Sept 22 Simulation (Paired) – 1st Period input Sept 22 PESTEL, 5 Forces activity submission - Due September 22 Competency Quiz (it is long, so leave ample time) - Due Sept 25.

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

Unit 8 Oct 27	<p>Topic: Implementation Strategy – Revenue Management</p> <p>Readings:</p> <ul style="list-style-type: none"> • Price Fencing in Revenue Management • Other: Potential Guest Speaker • Potential: Infinite Game 	<p>Unit 8 activity – The Infinite Game</p> <p>Team Simulation – 1st input due Oct 27</p> <p>Delegation of Responsibility (for Operating Plan) Due Oct 30</p>
Unit 9 Nov 3	<p>Topic: Innovation & Strategy</p> <p>Reading:</p> <ul style="list-style-type: none"> • Innovation & Entrepreneurship • Three Types of Innovation • Innovation Isn't Just About New Products Videos: • HBR Explainer: Disruptive Innovation <p>• Introduce Case Study for Individual case – TBA Due Nov 27th</p>	<p>Unit 9 activity</p> <p>Project: Operating Plan due Nov 13</p> <p>Discussion post due before class</p> <p>Team Simulation – 2nd input due Nov 3</p>
Unit 10 Nov 10	<p>Topic: Case Study Overview & Case #1</p> <p>Reading:</p> <ul style="list-style-type: none"> • Preparing a Case Study: General Guidelines • Case Study on the Hillside Hotel 	<p>Unit 10 activity</p> <p>Team Simulation – 3rd input due Nov 10</p> <p>Discussion post due before class</p>
Unit 11 Nov 17	<p>Topic: Business Case #2 discussion</p> <p>Reading:</p> <ul style="list-style-type: none"> • Case Study on Zen Blenders 	<p>Unit 11 activity</p> <p>Discussion post due before class</p> <p>Team Simulation – 4th input due Nov 17</p> <p>Case #3 Writeup due Nov 27</p>
Unit 12 Nov 24	<p>Topic: Individual Case Study debrief & Presentation Requirements Overview</p> <p>Case Study for Individual case</p>	<p>Unit 12 activity</p> <p>Team Simulation – 5th (final) input due Nov 24</p> <p>Case #3 Writeup due Nov 27</p>
Unit 13 Dec 1	<ul style="list-style-type: none"> • Case Study Debrief • Work on - Team work on presentations 	<p>Unit 13 activity</p> <p>Team Presentations due Dec 8</p>
Unit 14 Dec 8	<p>Presentations – Dec 8</p>	<p>Unit 14 activity</p> <p>Team Presentations / Sim 3 - Evaluations due Dec 8</p>
Exam Period	<p>No final exam 😊</p>	

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 notice 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

Assessment	% of Final Grade	Individual/Group/Pair
a) Assignments (50%)		
Weekly in-class / online activities/assignments / D2L forums	25	I/G
Case	25	I
b) Simulation Project (50%)		
Creation of the Operating Plan	20	G
Ownership Group Presentation	10	G
Simulation #1	5	I
Simulation #2	7	P
Simulation #3	8	I/G
	100%	

Notes on assessments:

1. Weekly activities. Number of activities is to be determined but expect about 8 to 12. Weekly forums / assignments (10%) and in-class participation / assignments (10%), and Competency Quiz (5%).
2. 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.
3. Simulation #1 (5%) – Individual. Complete required inputs for the 5 decision-entry periods AND the 13-question multiple choice quiz for full marks.
4. Simulation #2 (7%) – Paired. Complete required inputs for all decision-entry periods, submit a detailed decision report for each entry period, complete the peer evaluation quiz (in the simulation). Note that pairs are expected to share the responsibility of completing the decision reports.
5. Simulation #3 (8%) – Team. Complete required inputs for all decision-entry periods. Complete detailed 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.

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](#) policy for more information. <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

ASSIGNMENT FORMATTING

The School of Business uses **APA style** for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College (2018) Library Citation Guides retrieved from: <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.

Deadlines and exams. 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.

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.

FINAL EXAMS

<https://calendar.camosun.ca/content.php?catoid=7&navoid=367#examinations>

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>

Support Service	Website
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](http://camosun.ca/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.

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.