

COURSE SYLLABUS



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

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://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/>

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 January 10	<p>Topic: Course introduction</p> <p>Simulation: Introduction to the simulation – Cellphone Industry</p>	<p>Introduce yourself (brief bio)</p> <p>Purchase simulation code (see Week 1 D2L for details)</p>
Unit 2 January 17	<p>Topic: What is Strategy?</p> <p>Readings:</p> <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? <p>Videos: Simon Sinek: How Great Leaders Inspire Action</p> <ul style="list-style-type: none"> • HBR Explainer: Core Competence 	<p>Unit 2 activity</p> <p>Simulation (Individual) – Daily input by 11pm. Jan. 20, 21, 22, 23, and 24.</p> <p>Complete all decision entries <u>AND</u> the 13Q Multiple Choice Quiz.</p> <p>13 Q Introduction quiz – GoVentureCEO Quiz due Jan 22th</p>
Unit 3 January 24	<p>Topic: The External Operating Environment / Value & Competitive Advantage</p> <p>Readings:</p> <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 winemaking industry with Porter’s 5-force model: • <p>Videos: HBR Explainer: Porter’s 5 Forces</p> <p>Simulation: Pairs formed for second simulation (Winery Industry Basic)</p>	<p>Unit 3 Activity</p> <p>Simulation (Paired) – 1st Period input Jan 27</p> <p>Competency Quiz for round 1 due Jan. 31st</p>

Unit 4 January 31	Topic: Developing a Strategic Orientation / Generic Competitive Strategy & SWOTs Readings: <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 Videos: HBR Explainer: What is a Business Model?	Unit 4 Activity Simulation (Paired) – 2 nd Period input due Feb 3
Unit 5 February 7	Topic: Mission, Vision, Goals, Strategies, Tactics Readings: <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) Videos: HBR Explainer: The Balanced Scorecard	Unit 5 activity Simulation (Paired) – 3 rd Period input due Feb 10
Unit 6 February 14	Topic: Lean Canvas, Creating New Market Space & Blue Ocean Reading: <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: HBR Explainer: Blue Ocean Strategy	Simulation (Paired) – 4 th Period input Feb 17
Unit 7 February 21	Reading Week No in-class session	Simulation (Paired) – 5 th Period input due by Feb 24
Unit 8 February 28	Topic: Implementation Strategy & Operating Plan Readings: <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: Teams formed for third simulation Video: The Infinite Game	Unit 8 activity – The Infinite Game

Unit 9 March 7	Topic: Revenue Management & Price Fencing Readings: • Price Fencing in Revenue Management Work on Operating Plan	Unit 9 activity Team Simulation – 1 st input due Mar 10 Operating Plan <u>due Mar 17</u>
Unit 10 March 14	Topic: Innovation & Strategy Reading: • Innovation & Entrepreneurship • Three Types of Innovation • Innovation Isn't Just About New Products Videos: • HBR Explainer: Disruptive Innovation Introduce Case Study for Individual case – TBA Due Nov 28 th	Unit 10 activity Team Simulation – 2 nd input due Mar 17
Unit 11 March 21	Topic: Case Study Overview & Case #1 Reading: • Preparing a Case Study: General Guidelines • Case Study on the Hillside Hotel	Unit 11 activity Team Simulation – 3 rd input due Mar 24
Unit 12 March 28	Topic: Business Case #2 discussion Reading: • Case Study on Zen Blenders	Unit 12 activity Team Simulation – 4 th input due Mar 31
Unit 13 April 4	Topic: Individual Case Study debrief & Presentation Requirements Overview Case Study for Individual case	Unit 13 activity Team Simulation – 5 th (final) input due Apr 7 Case #3 Writeup due Apr 7
Unit 14 April 11	Topic: Presentations & Simulation Debrief Work on Presentations – Present	Unit 14 activity Team Presentations <u>due April 14</u>
Exam Period	😊	

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 (5%) – 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), AND the Competency 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](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>

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
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop

Support Service	Website
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.

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.