

COURSE SYLLABUS



COURSE TITLE:	BUS 480 Strategic Management
CLASS SECTION:	Section B01 (Wednesday 6:00–8:50 pm, CHW 348) Section B03 (Monday 11:30-2:20 pm, CBA 213)
TERM:	Winter 2025
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Blended, Face to Face/Online

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

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. The first class is on Monday, January 6 (B03) and Wednesday, January 8(B01). For more information, please see the “Student Responsibility” section under “Registration Policies and Procedures” (<https://camosun.ca/registration-records/policies-and-procedures-students/registration-policies-students>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

INSTRUCTOR DETAILS

NAME:	Dr. Stephen Scott
EMAIL:	scotts@camosun.ca
OFFICE:	CBA 264 or Online
HOURS:	Mondays 10:30-11:30 am, Wednesdays 5:00 pm-6:00 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

How can organizations thrive in today’s volatile, uncertain, complex and ambiguous environment? In this course, students examine the science and art of strategic management through discussions, cases, and in-class activities. Students will develop their ability to evaluate implicit assumptions that impact strategic choices. We will assess various ways, traditional and emerging, for conceptualizing success and value in organizations. Complex business issues, risks, and challenges faced by top-level managers, business owners and organizational leaders will be analyzed to identify strategic opportunities. Learners will design short- and long-term solutions and make recommendations for implementation.

PREREQUISITE(S): BUS 290 or Bachelor’s degree from a recognized post-secondary institution

COURSE LEARNING OUTCOMES / OBJECTIVES

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

1. Apply prevalent and emerging frameworks to determine organizational effectiveness
2. Evaluate underlying assumptions that impact organizations' strategic choices
3. Analyze an organization's internal and external environments by using appropriate strategic management tools in order to identify strategic opportunities
4. Design novel and sustainable solutions for strategic challenges
5. Recommend solutions by assessing strategic choices in terms of risk and potential impacts on stakeholders

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Required Textbook:

- Crossan, M. M., Rouse, M. J., Rowe, W. G., & Maurer, C. C. (2022). *Strategic analysis and action (10th ed)*. Pearson.
 - Available for purchase online [here](#)
 - Please note that the Ninth Edition of this book (published in 2016) is available in hardcopy format and would also be okay for use in this course.

Required Coursepack (Case Studies):

- Three (3) case studies are required readings for this course
 - All three(3) can be purchased and downloaded together from Ivey Publishing here: <https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF0000033C2v2AE>
 - Cost is \$16.35
 - Organized by Stephen Scott

Any additional required readings are provided on D2L.

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.

Week	Topics	Prereading	Dates	Team Deadlines	Individual Deadlines
<u>W1</u>	Welcome to BUS 480!	<i>Course Outline</i>	Jan 6 - 12		Must attend first class to remain in the course
	→ Course overview				
<u>W2</u>	Strategy and the General Manager	<i>Chapter 1</i>	Jan 13 - 19		Class Prep Post
		<i>DoorDash Case</i>			
<u>W3</u>	The Four Components of Strategy	<i>Chapter 2</i>	Jan 20 - 26	Team Contract due	Class Prep Post
		<i>DoorDash Case</i>			
<u>W4</u>	Introduction to the Diamond-E Framework	<i>Chapter 3</i>	Jan 27 - Feb 2		Class Prep Post
		<i>DoorDash Case</i>			
<u>W5</u>	Environmental Analysis and the Strategy-Environment Linkage	<i>Chapters 4 & 5</i>	Feb 3 - 9	Victory Work	Class Prep Post
		<i>Satya Case</i>			
<u>W6</u>	The Strategy-Resource Linkage	<i>Chapter 6</i>	Feb 10 - 16	Team Post due	Class Prep Post
		<i>Satya Case</i>			
<u>W7</u>	Family Day / Reading Break - No Class				
<u>W8</u>	The Strategy – Management Preferences Linkage	<i>Chapter 7</i>	Feb 24 - Mar 2	Team Post due	Class Prep Post
		<i>Arcane Case</i>			
<u>W9</u>	The Strategy-Organization Linkage and Evaluating Strategic Alternatives	<i>Chapters 8 & 9</i>	Mar 3 - 9	Team Post due	Class Prep Post
		<i>Arcane Case</i>			
<u>W10</u>	Strategy Execution	<i>Chapters 10 & 11</i>	Mar 10 - 16	Team Post due	Class Prep Post
		<i>Arcane Case</i>			
<u>W11</u>	Strategy Execution	<i>Chapters 10 & 11</i>	Mar 17 - 23	Team Post due	
		<i>Arcane Case</i>			
<u>W12</u>	Team Meetings and Reflection Prep		Mar 24 - 30		Team Seminar Engagement
<u>W13</u>	Team Project Seminars 1-4		Mar 31 - Apr 6	Team Seminar Engagement	Course synthesis due Friday, 2 pm
<u>W14</u>	Team Project Seminars 5-8		Apr 7 - 13	Team Seminar Engagement	

*Please take note of deadline dates. Most **deadlines are on Mondays** to ensure work is complete (and can be reviewed by the instructor) before meeting for our in-class session. This deadline allows for the maximum study time during the weekend.

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. Students can review deadlines on the [CAL exams page](https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams). <https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams>

EVALUATION OF LEARNING

DESCRIPTION	DUE	WEIGHTING
INDIVIDUAL WORK		60%
<input type="checkbox"/> Class Preparation Posts	Ongoing	12%
<input type="checkbox"/> Classroom Engagement	Ongoing	18%
<input type="checkbox"/> Course Synthesis Paper	Week 14	30%
TEAM PROJECT WORK		40%
<input type="checkbox"/> Seminar Plan	Week 10	5%
<input type="checkbox"/> Team Discussion Posts	Ongoing (Weeks 6-10)	20%
<input type="checkbox"/> Team Led Seminar	Week 13 or 14	15%
	TOTAL	100%

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>

INDIVIDUAL WORK (60%)

Ongoing preparation before class and in-class engagement is critical and considered in the assessment mix for this course. This portion of your grade has four components, detailed below:

- Class Preparation Discussion Posts:** During our weekly in-person sessions, you will complete a brief individual discussion question (less than 100 words). I will provide detailed instructions for each Discussion Topic in D2L. Discussions will involve cases and questions where you will apply course concepts you have read about in the assigned textbook to the assigned prereading case for that week (see Course Schedule for assigned readings). During our weekly in-person session, you will share your post with other students and continue the discussions. I will grade these preparation posts as complete or incomplete (i.e., pass/fail) based on familiarity with the assigned prereading (textbook and case study). I will drop one post to allow for unexpected absences.
- Classroom Engagement:** Class attendance is required to be eligible for full marks for a classroom engagement. Engagement includes participating in our regularly scheduled weekly classes, attending the team meeting, and watching seminars on the weeks you are not presenting. If you cannot participate in a scheduled class due to extenuating circumstances, please contact me before the class to request alternate accommodations.
- Course Synthesis Paper:** This assignment allows you to delve more deeply into specific course topics and additional resources to demonstrate your content and process learning through analysis, reflection, and synthesis. It is a summative assessment that aims to “test” you on your learning and skill development in the course as an alternative to a final exam.

TEAM PROJECT WORK (40%)

We will create student teams in class. Each student team will focus on one organization to research and critically assess using strategic management concepts and frameworks. The team will take the position of management consultants to the chosen organization. This portion of your grade has four components, detailed below.

- **Team Contract (~):** All teams must submit a team contract outlining their team member roles, team norms, communication mode and a brief plan for how they will complete the major team project deliverables. A template for this is available on D2L. While not graded, each team must still turn in a contract.
- **Team Discussion Posts:** Each week (Weeks 6-11), your team will complete one discussion post that applies key concepts covered in the previous class to your selected organization. I will provide detailed instructions for each discussion topic in D2L. These team posts are expected to be generated through discussion and debate in a synchronous meeting. These team posts will be graded according to the team post rubric available on D2L. Use this grading rubric as a guideline for preparing your team post. The grading rubric considers your team's understanding of relevant course concepts and ability to apply these concepts to your selected organization based on information you can access about your organization and your team process. This critical analysis relies significantly on collecting and assessing relevant secondary sources on the organization's internal and external environment. All secondary sources must be cited.
- **Team Led Seminar:** In Weeks 13 and 14, each team will lead an interactive seminar with the class. This seminar is the team's opportunity to effectively synthesize and present verbally and visually the key ideas developed in their discussion posts as if they were speaking directly to the senior managers at the organization studied. This seminar aims to critically analyze strategic management activities for your organization (i.e., the client) and provide recommendations for action. These team-led seminars will be graded according to the team seminar rubric available on D2L. Use this grading rubric as a guideline for preparing your team presentation.
- **Peer/Self Review:** After the Team Project is completed, students will complete a peer/self-evaluation, which includes qualitative feedback (i.e., written comments) and quantitative ratings (i.e., numerical evaluations) of team members' contributions. While there are no marks for this exercise, there will be a penalty for failure to submit by the due date. Results from this Peer/Self Review will be used to calculate individual grades for the team project in instances where contributions differed among team members or for lack of submission. See D2L for a copy of the Peer/Self Review form.

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, APA formatting, citations, and referencing will be assessed in your mark.
- All submitted work must be appropriately referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your work; any work collaborated (unless permitted by the course) will be considered violating 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 or referencing the source of these words.
- Duplicating a table, graph, or diagram in whole or part without referencing the source.
- Paraphrasing another person's ideas, 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 multiple assignments 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.**

USE OF AI-BASED WRITING TOOLS

This is about ChatGPT but applies to using any artificial intelligence technology in this class. ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course. However, its use is limited to idea generation only. This section aims to outline the guidelines for using ChatGPT in this course and specify the restrictions on its use.

- Students may use ChatGPT or other AI-based language models to assist with generating ideas or writing prompts, but the final product must be their original work. Students must recognize the importance of generating ideas and thoughts to enhance their critical thinking, problem-solving, and decision-making skills. Therefore, ChatGPT should be seen as a supportive tool, rather than a replacement for students' ideas and efforts.
- Students are not permitted to use ChatGPT or other AI-based language models to complete assignments or exams. Any use of ChatGPT or other AI-based language models for such purposes will be considered academic dishonesty and will result in appropriate action being taken, in line with the College's academic integrity policies.
- If using ChatGPT or other AI-based language models to generate ideas, students must cite the use of ChatGPT or other AI-based language models in their work, following the style guidelines for the course.
- Students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models and for critically evaluating their output.
- The use of ChatGPT or other AI-based language models is not a substitute for participating in class discussions or completing course readings.

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.

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.

- a. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- b. 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.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible College community member. 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 camosun.ca/services.

Support Service	Website
Academic Advising	camosun.ca/services/academic-supports/academic-advising
Accessible Learning	camosun.ca/services/academic-supports/accessible-learning
Counselling	camosun.ca/services/health-and-wellness/counselling-centre
Career Services	camosun.ca/services/co-operative-education-and-career-services
Financial Aid and Awards	camosun.ca/registration-records/financial-aid-awards
Help Centres (Math/English/Science)	camosun.ca/services/academic-supports/help-centres
Indigenous Student Support	camosun.ca/programs-courses/iecc/indigenous-student-services
International Student Support	camosun.ca/international
Learning Skills	camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills
Library	camosun.ca/services/library
Office of Student Support	camosun.ca/services/office-student-support
Ombudsperson	camosun.ca/services/ombudsperson
Registration	camosun.ca/registration-records/registration
Technology Support	camosun.ca/services/its
Writing Centre	camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills

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.

Academic Integrity

Students are expected to comply with all College policy regarding academic integrity; which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

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:

<https://camosun.ca/services/academic-supports/accessible-learning>

Academic Progress

Please visit <https://camosun.ca/sites/default/files/2023-02/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 <https://camosun.ca/sites/default/files/2021-05/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <https://camosun.ca/registration-records/tuition-fees#deadlines>.

Grading Policy

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <https://camosun.ca/sites/default/files/2021-05/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 (see [policy](#)). Please visit <https://camosun.ca/services/forms#medical> 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: <https://camosun.ca/sites/default/files/2021-05/e-2.9.pdf> and camosun.ca/services/sexual-violence-support-and-education. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-370-3841

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 <https://camosun.ca/sites/default/files/2021-05/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

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.