

COURSE SYLLABUS



COURSE TITLE:	BUS 480 Advanced Business Strategy
CLASS SECTION:	Section B03 (Wednesday 2:30-5:20 PM, CHW 350) Section B04 (Wednesday 6:00-9:00 PM, CHW 350)
TERM:	Fall 2023
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Blended, Face to Face/Online

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:	Stephen Scott
EMAIL:	scotts@camosun.ca
OFFICE:	CBA 264 or Online
HOURS:	Wednesdays 1:00 pm-2:00 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

Students will integrate all functional disciplines covered in the Bachelor of Business Administration and Post Degree Diploma programs within the context of strategic management. Using the case method, students will make strategic decisions that mirror the challenges faced by top-level managers. This course engages students in classroom discussions and online forums.

PREREQUISITE(S): 4th Year BBA or PDD Tourism and Hospitality Management or PDD Business Administration

COURSE LEARNING OUTCOMES / OBJECTIVES

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

- Demonstrate an understanding of strategic planning and analysis as it applies to short and long-term decision-making.
- Apply a range of theoretical tools to analyze both a company's external and internal environments, including resources and intellectual capital.
- Evaluate and interpret a company's corporate-, business-, and functional-level strategies and develop recommendations that are consistent with an organization's strategic approach.
- Assess organizational situations and make recommendations using a range of analytical tools and techniques.
- Examine current issues in strategy.
- Develop and improve case analysis and report writing skills.
- Develop interpersonal and communication skills that prepare students to act effectively in a range of practical business situations.

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Required Textbook:

- Crossan, M. M., Rouse, M. J., Rowe W. G., & Maurer, C. C. (2022). *Strategic Analysis and Action - Tenth Edition*. Pearson: Toronto.
 - 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/a1R5c00000Fvd2LEAR>
 - Cost is \$14.85 and includes the three required case studies for this course
 - 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! → Course overview	<i>Course Outline</i>	Wed Sept 6		
<u>W2</u>	Strategy and the General Manager	<i>Chapter 1 DoorDash Case</i>	Wed Sept 13		Class Prep Post due 2 pm
<u>W3</u>	The Four Components of Strategy	<i>Chapter 2 DoorDash Case</i>	Wed Sept 20		Class Prep Post due 2 pm
<u>W4</u>	Introduction to the Diamond-E Framework → Teams are formed	<i>Chapter 3 DoorDash Case</i>	Wed Sept 27		Class Prep Post due 2 pm
<u>W5</u>	Environmental Analysis and the Strategy-Environment Linkage	<i>Chapters 4 & 5 Cheekbone Beauty Case</i>	Wed Oct 4	Team Contract due 2 pm	Class Prep Post due 2 pm
<u>W6</u>	The Strategy-Resource Linkage	<i>Chapter 6 Cheekbone Beauty Case</i>	Wed Oct 11	Team Post #1 due 8 am	Class Prep Post due 2 pm
<u>W7</u>	The Strategy – Management Preferences Linkage	<i>Chapter 7 Cheekbone Beauty Case</i>	Wed Oct 18	Team Post #2 due 8 am	Class Prep Post due 2 pm
<u>W8</u>	The Strategy-Organization Linkage	<i>Chapter 8 Arcane Case</i>	Wed Oct 25	Team Post #3 due 8 am	Class Prep Post due 2 pm
<u>W9</u>	Evaluating Strategic Alternatives	<i>Chapter 9 Arcane Case</i>	Wed Nov 1	Team Post #4 due 8 am	Class Prep Post due 2 pm
<u>W10</u>	Strategy Execution	<i>Chapters 10 & 11 Arcane Case</i>	Wed Nov 8		Class Prep Post due 2 pm
<u>W11</u>	Team Meetings (Teams 1-4)		Wed Nov 15		Team Meeting Engagement (Teams 1-4)
<u>W12</u>	Team Project Seminars 1-4		Wed Nov 22	Team Seminars	Team Seminar Engagement
<u>W13</u>	Team Meetings (Teams 5-8)		Wed Nov 29		Team Meeting Engagement (Teams 5-8)
<u>W14</u>	Team Project Seminars 5-8		Wed Dec 6	Team Seminars	Team Seminar Engagement
			Fri Dec 8		Reflection Paper due 2 pm

*Please take note of deadline dates. **Class is on Wednesdays**, but most **deadlines are on Tuesdays** to ensure work is complete (and can be reviewed by instructor) prior to meeting for our in-class session.

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](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"/> End of Course Reflection (20%)	Week 14	20%
<input type="checkbox"/> Class Preparation Discussion Post (9 @ 4%)	Ongoing (Weeks 2-10)	36%
<input type="checkbox"/> Team Meeting Engagement	Week 11 or 13	2%
<input type="checkbox"/> Seminar Engagement	Week 12 and 14	2%
TEAM PROJECT WORK		40%
<input type="checkbox"/> Team Feedback	Week 5	5%
<input type="checkbox"/> Team Discussion Posts (4 @ 5%)	Ongoing (Weeks 6-10)	20%
<input type="checkbox"/> Team Led Seminar	Week 12 or 14	15%
<input type="checkbox"/> Self/Peer Evaluation	Week 12 or 14	~
	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%)

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

- **Class Preparation Discussion Posts (36%):** Before our in-person sessions each week, you will complete a brief individual discussion post (two to three sentences). Detailed instructions will be provided for each Discussion Topic in D2L. Discussions will involve cases and questions where you will apply course concepts that you have read about in the assigned textbook prereading 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. These initial preparation posts are graded as complete or incomplete (i.e., pass/fail) based on demonstrating familiarity with the assigned prereading (textbook and case study). There are nine preparation posts in total and each post is worth 4% of your final grade. Class attendance is required to be eligible for full marks for a Class Prep Post. If you cannot attend a scheduled class due to extenuating circumstances, please contact the instructor before the class to request alternate accommodations.
- **End of Course Reflection Paper (20%):** This reflection allows you to delve more deeply into specific course topics. There are two parts to this assignment. In Part 1, you will identify and discuss key learnings from two of the required course case studies and in Part 2, you will identify and assess your key takeaways from one of the articles about alternative perspectives on Strategic Management. The grading rubrics and additional details/expectations for this assignment is available on D2L. Use these grading rubrics as a key guideline for preparing your assignments.
- **Team Meeting Engagement (2%):** In Weeks 11 and 13 of the course, scheduled class time will be

used to facilitate mandatory meetings between each team and the instructor. These meetings aim to review progress to date on the Team Led Seminar and identify opportunities for strengthening the seminar before it is presented. Each team will meet with the instructor for 20-30 minutes. All team members are expected to be present for this meeting. If you cannot attend the meeting due to extenuating circumstances, please contact your team and the instructor before the meeting.

- **Seminar Engagement (2%):** In Weeks 12 and 14, teams will facilitate their seminars in class. Audience attendance and engagement are critical to the success of these seminars. This portion of the grade is split across the two weeks (i.e. 1% for attending Week 12 seminars and 1% for attending Week 14 seminars). If you cannot attend seminars due to extenuating circumstances, please contact your instructor before class to discuss alternate accommodations.

TEAM PROJECT (40%)

Student teams will be created in class (see Course Schedule). 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 (5%):** 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.
- **Team Discussion Posts (20%):** Each week (Weeks 6-10), your team will complete one discussion post that applies key concepts covered in the previous class to your selected organization. Detailed instructions will be provided for each Discussion Topic in D2L. These team posts are expected to be generated through team discussion and debate in a team synchronous meeting. These team posts will be graded according to the Team Post Rubric available on D2L. Use this grading rubric as a key guideline for preparing your team post. The grading rubric considers your team's understanding of relevant course concepts and your team's 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 (15%):** In Weeks 12 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 key 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 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.

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.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

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.