



Business Administration

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| Course Number: | BUAD 480 |
| Course Title: | STRATEGIC MANAGEMENT II |
| Credits: | 3 |
| Calendar description: | This course builds on the strategy concepts introduced in Strategic Management I and is organized into two parts. Part 1 explores emerging issues related to strategic management in the 21st century. The focus is on those disruptive forces that are triggering transformational change in business. During this part of the course students will conduct strategic analysis on a variety of cases and formulate strategy related to transformational change. Part 2 of the course deals with strategy execution. During this part of the course students will prepare an implementation plan to successfully execute their chosen strategy. |
| Semester and Year: | WINTER 2019 |
| Prerequisite(s): | Minimum grade of 60% in BUAD 340 |
| Corequisite(s): | No |
| Prerequisite to: | No |
| Final Exam: | No |
| Hours per week: | 3 |
| Graduation Requirement: | Elective for BBA |
| Substitutable Courses: | No |
| Transfer Credit: | |
| Special Notes: | |
| Originally Developed: | September 1999 |
| EDCO Approval: | January 2014 |
| Chair's Approval: | <i>d. Spauling</i> |

Professors

| Name | Phone number | Office | Email |
|--|---------------------------|---------|--------------------------|
| <i>Devin Rubadeau</i> <i>Course Captain</i> | 250-762-5445 ext. 4621 | K: E224 | drubadeau@okanagan.bc.ca |

Learning Outcomes

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| <p>Upon successful completion of this course, learners will be able to:</p> <ul style="list-style-type: none"> • Describe how major disruptive forces such as anti-globalization, technology advancement, environmentalism, and corporate social responsibility can trigger industry transformational change • Apply case analysis methodology to solve disruptive business problems and make managerial decisions • Apply competitive analysis techniques (e.g. SWOT, portfolio analysis, stakeholder analysis, industry segmentation, critical success factor analysis, value chain analysis, building sustainable competitive advantage) • Prepare a strategic plan for an existing organization • Effectively execute strategy through the use of performance measurement and control systems (e.g. the balanced scorecard, diagnostic control systems, strategic risk management) |
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Course Objectives

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| <p>This course will cover the following content including: See course schedule</p> |
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Evaluation Procedure

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| Assignments | | 30% |
| Assignment 1 – Team Charter | 5% | |
| Assignment 2 – Weekly Case Analysis (5 total) | 25% | |
| Team Case Analyses | | 35% |
| Written Submissions – See schedule | 20% | |
| Oral Presentation – See schedule | 15% | |
| Exams and Quizzes | | 35% |
| Midterm Exam* | 25% | |
| Balanced Scorecard Quiz | 10% | |
| | TOTAL | <u><u>100%</u></u> |

Notes**Strategic Planning Assignments (30% of grade)**

During the semester, there are two strategic planning assignments. The first assignment is your team Charter and is worth 5 marks. Assignment 1 contains the following components: company vision, mission and values; company name, logo and organizational structure (chart and job descriptions); a method and rationale for appraising team members' performance; and weekly meeting minutes. (Refer to Assignment 1 handout for details.) The second assignment includes five distinct parts; each part representing a weekly case analysis during Week's 2-6. Each case analysis is worth 5 marks, combining to make 25% of the course total. In addition to completing a weekly case analysis, students will share a current event that echoes the content associated with each case (Refer to Assignment 2 handout for details.)

Team Case Analyses (35% of grade)

Each team (3-4 members) is responsible for one written submission (20 marks), one oral presentation (12 marks) and one Board evaluation (3 marks). Oral presentation and board evaluation days are mandatory. In addition, marks (2 marks) are available for high performing teams or members during in-class case analyses. Refer to the case study schedule of dates (above) for your team's responsibilities.

Written Report

- a) Each team will submit case analyses for grading as scheduled. All team members will receive the same mark. It is expected that all team members will fully participate in the discussion and the preparation of each case. Non-participating team members will receive zero and may be fired from the team.
- b) The written report must adhere to the standard Case Analysis Report Format (handout).
- c) The case analysis is limited to 10 pages, double-spaced with appropriate headings and subheadings. Supplementary or illustrative materials, and tables or diagrams are to be included in appendices. There is no limit to the number of appendices, but all material in the appendices must be referred to in the body of the report and must support your arguments.
- d) Your report must have a title page, which includes the names and titles of each team management member.
- e) The report is to be generated using MS Word software and submitted in hard copy and to Moodle

Oral Presentation

- a) Each team will present case analyses as scheduled. All team members will receive the same mark (No marks will be awarded to absentee members.)
- b) These full case presentations will take approximately 45 minutes and should not exceed 60 minutes, including the question period.
- c) Teams not presenting are expected to ask relevant questions of the presenters during the question period following each presentation. Your contribution will become part of your class participation grade.
- d) Visual aids are required to illustrate the main points of the presentation using PowerPoint. Although overhead projection equipment is available in the classroom, it is the students' responsibility to bring a laptop computer and ensure the equipment is set up properly and everyone is familiar with its operation. (Computers are available in the Library for checkout.)
- e) Each team is responsible for submitting a handout (3 slides per page) of its PowerPoint slides to the professor prior to the actual presentation. Make sure detailed slides are printed out full page.

Notes (con't)**Exams and Quizzes (35% of grade)**

During the term, there will be a mid-term examination (25 marks) and a Balanced Scorecard quiz (10 marks). There is no final examination because of the time required to develop the strategic plan, which is the major project for the course. The examinations are to test your comprehension of strategic management concepts, and your application of critical thinking and problem-solving skills to 'real-life' situations.

Peer Performance Appraisal

Each team member's performance is evaluated by the management team and based on the performance evaluation method selected and submitted on week 3. The timing of mid and final term appraisal submissions are documented in your weekly schedule. The mid-term appraisal will evaluate individual performance on the case work. The final appraisal assessment will evaluate individual performance on the final paper and presentation.

Rules for Resolving Team Disputes

One of the objectives of this course is to enhance the students' awareness of the skills and sacrifices that may be needed to develop as an effective team member. If any team member does not pull his/her weight, the Management Team, after taking reasonable efforts to encourage this person's involvement, and having documented said non-contribution and the stages of disciplinary actions taken, may apply to the professor to have this person fired. The professor will be available to assist in counseling and dispute resolution at any stage. Having followed due process and in the case of Just Cause, the person will be terminated from their position and not be eligible for any further team marks. It is the prerogative of the professor to determine what further action will be taken at that time, and whether or not the student will be required to withdraw from the course.

Required Texts/Resources

Selected Cases can be purchased in a Course Pack in the Kelowna OC Book Store.

Assigned readings and articles may be posted on Moodle or in the Library Course Reserve.

RECOMMENDED READINGS (OC LIBRARY RESERVE - Kelowna campus)

Thompson, A.A., Peteraf, M., Gamble, J.E, and Strickland, A.J... Crafting and Executing Strategy: The Quest for Competitive Advantage, Any edition

Course Schedule

| Date | | Topic | Textbook |
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| | | Monday, January 7 - Classes Start Monday, February 18 – Family Day (no classes) Tuesday, February 19 - Friday, February 22 – Reading Week (no classes) Friday, April 12 – Last Day of Regular Classes Friday, April 19 – Monday, April 22 – Easter (no classes) | |
| Week | Thurs. | | |
| 1 | Jan. 10 | Introduction to Strategic Management II Global Competiveness Emerging Issues in Strategic Management | Review of Harvard Case Analysis Method |
| 2 | Jan. 17 | Globalization I Industry transformational change: the triggers of transformational change The rise of anti-globalization Effects of immigration on strategy | Cases 1 & 2 |
| 3 | Jan. 24 | Globalization II Innovation, offshoring, outsourcing, and relationship management Assignment 1 components due: Vision, Mission ... Organization | Cases 3, 4, 5, & 6 |
| 4 | Jan. 31 | Trade agreements and government regulations Opportunities and risks associated with trade agreements NAFTA, USMCA, tariffs, and international trade | Cases 7 & 8 |
| 5 | Feb. 7 | Technological advancement and the rise of artificial intelligence Impact of AI on corporate culture and decision making | Cases 9 & 10 |
| 6 | Feb. 14 | Environmentalism and social responsibility Impact of environmental movement on business activities Developing sustainability through environmental planning Social responsibility, ethics, and competitive advantage First Management Evaluations Due | Cases 11, 12, 13, & 14 |
| | Feb. 21 | Reading Break | |
| 7 | Feb. 28 | Midterm Exam | |
| 8 | Mar. 7 | Introduction to Strategy Execution Part 1 Using information for performance measurement and control Measurement and control Organizing for performance | HS Strategy Execution Series Modules 3 and 4 |
| 9 | Mar. 14 | Building a Balanced Scorecard | HS Strategy Execution Series Module 9 |
| 10 | Mar. 21 | Strategy Execution Part 2 Using diagnostic and interactive control systems Aligning performance goals and incentives | HS Strategy Execution Series Modules 11 & 12 |
| 11 | Mar. 28 | Strategy Execution Part 3 Identifying strategic risk Managing strategic risk Using the levers of control to implement strategy Balanced scorecard quiz | HS Strategy Execution Series Modules 13, 14, & 15 |
| 12 | Apr. 4 | Strategic plan oral presentations – Attendance mandatory Written strategic plan due Final management evaluations due | |
| 13 | Apr. 11 | Strategic plan oral presentations continued – Attendance mandatory | |
| | 15 - 29 | Final Exam Period | |

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.