

I. COURSE DESCRIPTION:

Problem Solving and Decision Making are viewed as integral components of the Strategic Management Process. This course will integrate concepts and theories studied throughout the Business Diploma program. Students will use the case analysis method to develop strategic planning skills. The intent of this course is to give the student the opportunity to gain managerial experience by means of simulated management decision making exercise.

II. LEARNING OUTCOMES AND ELEMENTS OF PERFORMANCE:

Upon successful completion of this course, the student will demonstrate the ability to:

1. Provide an overview of the strategic management process.

Potential Elements of Performance:

- Discuss the nature and value of strategic management.
- Outline the levels and characteristics of strategic management.
- Discuss the benefits and risks of strategic management.
- Explain the strategic management process.

2. Discuss the company's mission statement and social responsibilities.

Potential Elements of Performance:

- Explain what is a company mission, the need for an explicit mission and formulating a mission.
- Discuss the significance of a public image and the company self-image.
- Outline the newest trends in mission components.
- Discuss responsibility in terms of a company mission.
- Explain 'agency theory' including the problems of agency.
- Discuss the stakeholders approach to company responsibility and the social audit.

3. Explain how the external environment may impact on a business.

Potential Elements of Performance:

- Discuss five external environmental factors and the

- opportunities and threats they may have for a business.
- Explain how competitive forces shape strategy.
- Discuss industry analysis and competitive analysis.
- Outline the operating (competitive or task) environment.

4. **Examine the global environment and the strategic considerations for firms operating in that environment.**

Potential Elements of Performance:

- Discuss the development of a global business and why firms globalize.
- Explain the strategic orientation of global firms including the complexities of the global environment and control problems.
- Outline what is involved in global strategic planning.
- Describe the significance of globalization as it relates to the company mission.
- Discuss competitive strategies in foreign markets.

5. **Discuss the importance of selecting critical variables and accurately forecasting the changing elements in a business environment.**

Potential Elements of Performance:

- Explain the importance of forecasting.
- Discuss who selects the key variables, what those variables should be and selecting significant sources for those variables.
- Evaluate forecasting techniques.
- Discuss the integration of forecast results into the strategic management process.
- Outline the monitoring of critical aspects of managing forecasts.

6. **Examine the significance and methods of internal analysis of a business.**

Potential Elements of Performance:

- Discuss the resource-based view of the firm including its assets and resource value.
- Discuss and apply SWOT analysis.
- Explain the value of chain analysis and the process of conducting it.
- Discuss internal analysis and meaningful comparisons.

7. Explore formulating long-term objectives and grand strategies.

Potential Elements of Performance:

- Discuss parallel choices facing strategic decision makers.
- Outline the seven areas of long-term objectives.
- Explain the seven criteria that should be used in preparing long-term objectives.
- Explain the balanced scoreboard.
- Discuss generic strategies and grand strategies.
- Outline different types of corporate combinations.
- Discuss the selection of long-term objectives and grand strategies and their limitations.

8. Discuss the elements of strategic control and continuous improvement.

Potential Elements of Performance:

- Explain what is meant by the term 'strategic control'.
- Describe the four basic types of strategic control.
- Discuss what is involved in an operational control system.
- Outline the importance of TQM and other such programs.

Marks for the above outcomes will be distributed approximately equally.

III. TOPICS:

1. Strategic Management
2. Defining the Company's Mission and Social Responsibility
3. The External Environment
4. The Global Environment: Strategic Considerations for Multinationals
5. Environmental Forecasting
6. Internal Analysis
7. Formulating Long-Term Objectives and Grand Strategies
8. Strategic Control and Continuous Improvement.

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Principal Text Pearce II, John A. and Robinson, Jr., Richard B., (2000)
Formulation, Implementation, and Control of Competitive Strategy;
 McGraw-Hill Ryerson.

V. Evaluation Process/Grading System

Students will be evaluated on the following basis:

- | | |
|-------------------------------------|-----|
| • Quizzes | 20% |
| • Test #1 | 20% |
| • Test #2 | 20% |
| • Test #3 | 25% |
| • Case Presentation & Participation | 15% |

TOTAL	100%
-------	------

TESTS

Dates of tests will be announced approximately one week in advance.

Students are required to write all tests and quizzes as scheduled.

THERE WILL BE NO RE-WRITES OF INDIVIDUAL TESTS/EXAMS !!!!

Students must meet the following requirements to complete this course successfully:

1. Must complete, in a fashion acceptable to the professor, all projects and assignments.
2. Must write the mid-term exam and the final exam. If a student misses an exam and has not made appropriate arrangements as outlined below, he/she will receive a mark of zero for that test/exam.
3. Must have an overall mark of 60%. This mark includes all work in the semester.

Students who are not successful in achieving the minimum mark of 60% and/or do not complete the required assignments in an acceptable fashion, as they are due, will repeat the course.

FINAL GRADES WILL BE ISSUED BY THE REGISTRAR'S OFFICE

The following semester grades will be assigned to students in postsecondary courses:

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 - 100%	4.00
A	80 - 89%	3.75
B	70 - 79%	3.00
C	60 - 69%	2.00
R (Repeat)	59% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field placement or non-graded subject areas.	
U	Unsatisfactory achievement in field placement or non-graded subject areas.	
X	A temporary grade. This is used in limited situations with extenuating circumstances giving a student additional time to complete the requirements for a course (see <i>Policies & Procedures Manual – Deferred Grades and Make-up</i>).	
NR	Grade not reported to Registrar's office. This is used to facilitate transcript preparation when, for extenuating circumstances, it has not been possible for the faculty member to report grades.	

VI. **SPECIAL NOTES:**

Special Needs:

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your instructor and/or the Special Needs office. Visit Room E1204 or call Extension 493, 717, or 491 so that support services can be arranged for you.

Retention of course outlines:

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

Plagiarism:

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty” will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

Course outline amendments:

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's office.

SPECIAL NOTES:

Missed Tests/Exam:

If a student is not able to write a test/exam as scheduled, for medical reasons or some other emergency, that student is asked to contact the professor **prior** to the test/exam and provide an explanation which is acceptable to the professor. (Medical certificates or other appropriate proof **may** be required.) Following the student’s return to the college, he/she must request, in writing, to write a makeup for the missed test/exam. This request will be in proper letter form (typed), hard copy, (no e-mail) and must outline the reasons for requesting special consideration. Making such a request does not guarantee that the student will receive permission to make up for the missed test/exam. Such requests must be made within one week of the student’s return to the college.

The professor will consider the request, and if permission is granted, the test/exam will be given at the end of the semester, or at some other time at the professor’s convenience. This will allow time for the student to prepare for the test without missing important work and to provide time for the professor to prepare a new test.

In considering the request, the professor will take a number of factors into consideration. These will include, but not limited to, the student’s attendance and participation in class, completion of other tests, quizzes, and assignments as scheduled and the professor's judgment as to the student’s potential success.

In all other cases, the student will receive a mark of zero for that test.

THERE WILL BE NO SUPPLEMENTARY TESTS!!

Attendance:

Students are expected to attend all scheduled classes. Attendance will be taken for each class on a sign in basis starting shortly after the semester begins. Students will be advised when the process is to begin. **Students must sign only themselves in!!** Signing for another student, whether the other student is present or not, will be tantamount to academic dishonesty. Students are advised to read the Students' Rights and Responsibilities for the consequences of academic dishonesty. While students are expected to attend all classes, it is understood that circumstances beyond their control may prevent them from doing so. Students who find themselves in this category should treat the classes as a job and take action accordingly.

In all cases, attendance of less than 80% of the scheduled classes is not acceptable.

The professor will use attendance in considering student requests for special consideration in writing missed tests, submitting late assignments, etc.

Submitting Assigned Work:

All assignments, projects, questions, etc. must be submitted to the professor at the beginning of class on the due date. Once the class starts, any assignment, etc. which has not been submitted will be considered late. If no class is scheduled on the due date, students are required to deliver the assignments, etc. to the professor's office, by the deadline time. Assignments, etc. may be submitted in advance; normally assignments, etc. will not be accepted after the stated deadline. If a student wishes consideration for a late submission, he/she must make this request in a formal typed letter, (hard copy) providing an explanation. If the assignment is accepted late, a penalty will be assessed. Assignments, etc. will not be accepted late once those which have been submitted on time have been graded and returned to students.

It is the student's responsibility to ensure that the professor gets his/her completed assignment, etc.

Return of Students' Work:

Tests, quizzes, assignments, etc. will be returned to students during one of the normal class times. Any student not present at that time must pick up his/her test, etc. at the professor's office within three weeks of that class. Tests, etc. not picked up within the three weeks will be discarded. End of semester tests, etc. will be held for three weeks following the end of the semester. If they have not been picked up within that three-week period, they will be discarded.

Tests, etc. will be returned only to the students to whom they belong. In limited circumstances tests, etc. may be given to another student, if the student to whom they belong provides written instructions in a formal letter (hard copy) to the professor requesting that the test, etc. be given to a particular individual.

Assistance is Always Available:

IT WILL BE TO THE STUDENTS' ADVANTAGE TO HAVE QUESTIONS, CONCERNS, OR PROBLEMS RELATED TO THIS COURSE RESOLVED AS SOON AS POSSIBLE. IF YOU REQUIRE ASSISTANCE, HAVE PROBLEMS OR CONCERNS, SEE YOUR PROFESSOR. SHE WILL BE MORE THAN HAPPY TO HELP!!

Students are urged to ask questions and to participate in, and contribute to, the class discussion. Students are also encouraged to read newspapers, magazines, etc. and to tune in to radio and television newscasts for legal and business news. This will make the subject more understandable, interesting, and practical. It will provide students the opportunity to better apply the theory and to enhance his/her opportunity for success in this course.

PLEASE KEEP IN MIND THAT STUDENTS WILL ONLY GET OUT OF THIS COURSE WHAT THEY PUT INTO IT.

Classroom Decorum:

Students will respect the diversity and the dignity of those in the classroom. Students will respect the professor's right and duty to teach and students' right to learn without interference. Students who cause any interference with the objectives of the class will be given a verbal warning on the first occasion. If such behaviour continues, the student will be asked to leave the classroom and will not be permitted to return until he/she commits in writing, typed, (a formal letter) that he/she will conduct themselves appropriately in the classroom. This letter will be addressed to the professor

If a student is asked to leave the classroom a second time, he/she must make an appointment with the Dean who will decide if the student will be permitted to return to class. At that time a copy of the above letter will be submitted to the Dean.

In the event that a student is asked to leave the classroom a third time, he/she will not be permitted back to the classroom for the rest of the semester. The Dean will also decide if any other action needs to be taken.

Students attending this class do so to study Business Problem Solving and Decision Making. Therefore, no other activity will be permitted. Student's who wish to engage in other activities will be asked to leave the classroom, as described above.

Students will also be asked to leave the classroom, as described above if they are sleeping, or appear to be sleeping, and for putting their feet up on the furniture.

It is the professor's intention to maintain proper classroom decorum at all times in order to provide the best possible learning and teaching environment.

VII. PRIOR LEARNING ASSESSMENT:

Students who wish to apply for advanced credit in the course should consult the professor. Credit for prior learning will be given upon successful completion of a challenge exam or portfolio.

VIII. DIRECT CREDIT TRANSFERS:

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's secretary. Students will be required to provide a transcript and course outline related to the course in question.