

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 and strategic competitiveness.**

Potential Elements of Performance:

- Discuss the nature and value of strategic management.
- Outline the strategy for competitive advantage.
- Discuss the benefits and risks of strategic management.
- Identify a company's strategy.
- Discuss the challenge of strategic management accompanied with today's ethics.
- Describe the relationship between a company's strategy and its business model.
- Describe the strategy-making, strategy-executing process.
- Develop strategy-making, strategy-executing processes.
- Compare and contrast the strategic vision form the mission statement.

2. **Explain how the external environment may impact on a business.**

Potential Elements of Performance:

- Explain the components of a company's macroenvironment.
- Identify strategically relevant industry features.
- Analyze the nature and strength of competitive forces using the five-forces model of competition.
- Explain drivers and impacts of a changing environment.
- Diagnose a company's market position.
- Create a strategic group map.

- Make company predictions using competitive intelligence.

3. Understand the ultimate goal of strategic management—to impact organizational performance.

Potential Elements of Performance:

- Evaluate a company's present strategy.
- Research a company's resources using a S.W.O.T. Analysis.
- Analyze whether a company's prices and costs are competitive.
- Examine a company's value chain activities.

4. Create a competitive strategy

Potential Elements of Performance:

- Explore five generic competitive strategies.
- Evaluate pros and cons of collaborative strategies.
- Improve market position and build competitive advantage exploring the use of offensive strategies.
- Compare web-site strategies and employ the most suitable choice.

5. Apply strategies to compete in foreign markets..

Potential Elements of Performance:

- Justify companies expanding into foreign markets.
- Analyze the foreign countries preferences and tastes and match with company's offerings.
- Match competitive strategy with select countries.
- Analyze best production facilities, distribution centers, and customer service operations in order to obtain the greatest advantage.
- Consider how to transfer resource strengths and capabilities from one location to another.
- Research global and local competition and identify strategies to defend company's position.

6. Examine the significance of diversification strategies.

Potential Elements of Performance:

- Pick new industries to enter and decide on means of entry.
- Initiate actions to boost the combines performance of the businesses the firm has entered.
- Define opportunities to leverage cross-business value-chain

- relationships and strategic fits.
- Establish investment priorities and steering corporate resources into the most attractive business units.

7. Explore relationships between strategy, ethics and corporate social responsibility.

Potential Elements of Performance:

- Analyze ethical behaviour of a business.
- Depict a company's socially responsible behaviour in relationship to being a committed corporate citizen.
- Express how to direct corporate resources to the betterment of employees.
- Explain the three categories of management morality.
- Define approaches to managing a company's ethical conduct.
- Create a social responsibility strategy.

8. Discuss the execution and implementation of strategies.

Potential Elements of Performance:

- Describe the eight components of the strategy execution process.
- Explain how to staff an organization.
- Build core competencies and competitive capabilities of an organization.
- Match an organization's structure to its strategy.

9. Discuss managing internal operations in ways that promote good strategy execution.

Potential Elements of Performance:

- Explain processes to organize resources to execute a strategy.
- Develop and institute policies and procedures that facilitate strategy execution.
- Adopt best practices and strive for continuous improvement in performance of value-chain activities.
- Develop a rewards and incentives strategy and financial targets for good strategy execution.
- Depict how strong leadership will attain operating excellence.

Marks for the above outcomes will be distributed approximately equally.

III. TOPICS:

1. Introduction and Overview
2. Core Concepts and Analytical Tools
3. Crafting the Strategy
4. Executing the Strategy

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Strategy Core Concepts, Analytical Tools, and Readings. Second Edition, Thompson, Gamble, Strickland. (0-07-320334-3)

V. Evaluation Process/Grading System

Students will be evaluated on the following basis:

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| • Quizzes and Participation | 10% |
| • Assignments | 15% |
| • Tests | 60% |
| • Case Presentation & Participation | 15% |

TOTAL	100%
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TESTS

Dates of tests will be announced approximately one week in advance.
Quizzes will be given at the discretion of the professor.

Students are required to write all tests 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 cases, projects and assignments.
2. Must write all tests. 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 50%. This mark includes all work in the semester.

Students who are not successful in achieving the minimum mark of 50% 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

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 – 100%	4.00
A	80 – 89%	4.00
B	70 – 79%	3.00
C	60 – 69%	2.00
D	50 – 59%	1.00
F (Fail)	49% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field/ clinical placement or non-graded subject areas.	
U	Unsatisfactory achievement in field/clinical placement or non-graded subject area.	
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course. This grade is assigned at the professor's discretion.	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty	

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. Remember all facts and figures require the source.

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.

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 immediately upon 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. 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 90% 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.

Late:

As a result of the plethora of students arriving late for classes and the need to maintain classroom decorum, students who are late may enter the class during the break. It is not acceptable to disrupt the class.

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.

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.