



CAPILANO UNIVERSITY

COURSE OUTLINE		
TERM: Fall 2021	COURSE NO: BADM 204	
INSTRUCTOR:	COURSE TITLE: Introduction to Strategic Management	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3
OFFICE HOURS:		
COURSE WEBSITE:		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

COURSE FORMAT

Three hours of class time, plus an additional hour delivered through on-line or other activities for a 15-week semester, which includes two weeks for final exams. May be offered online or in mixed mode format.

Fourth-hour activities: Primarily focused on simulation

PREREQUISITS/CO-REQUISITES

BFIN 241 is a prerequisite or co-requisite.

CALENDAR DESCRIPTION

This course will introduce you to the basic concepts, frameworks and methodologies useful to managers in crafting and executing business strategy. The course focuses on the fundamental conditions that enable a company to conceive, develop, and sustain a superior strategic position. We will introduce and apply analytical tools that will help you identify and systematically assess (1) the various environmental forces acting upon a company, (2) a company's internal source of competitive advantage, (3) the likely behavior of a company's rivals and (4) the long-term sustainability of a company's competitive advantage.

REQUIRED TEXTS AND/OR RESOURCES

Thompson, A., Gamble., J, Peteraf, M., & Strickland A. (2018). *Crafting and Executing a Strategy: The Quest for Competitive Advantage: Concepts and Cases*. New York, NY: McGraw Hill. (Or, similar.)

This course also includes a required simulation that will be determined by the instructor.

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to:

- Apply the strategic management process internally and externally, covering topics ranging from the role of vision, mission and values to what constitutes corporate governance.
- Analyze the five generic competitive strategic approaches available for competing and winning in the marketplace.
- Conduct competitive analysis and explain strategic actions a company can take to complement its competitive approach and maximize the power of its overall strategy.
- Identify company resources, capabilities, and financial and operating ratios to appraise a company's market position determine sustainable competitive advantage and dynamic capabilities utilizing strategic frameworks.
- Explore how global and cultural market conditions influence a company's strategic choices.
- Explain why companies should conduct their business in an ethical, socially responsible and sustainable manner.

COURSE CONTENT

Week	Topic
1-5	<ul style="list-style-type: none"> • What is strategy and why is it important • Creating a Company's Direction: Vision, Mission, Objectives and Strategy • Evaluating a Company's External Environment • The Five Generic Competitive Strategies: Which one to employ? • Simulation
6	<ul style="list-style-type: none"> • Mid-Term
7-13	<ul style="list-style-type: none"> • Strengthening a company's competitive position, Strategic Moves, Timing and Scope of Operations • Strategies for Competing in International Markets • Corporate Strategy: Diversification & the Multi-business Company • Corporate Social Responsibility- Strategy • Simulation • Presentation
14 & 15	Final Exam Period

EVALUATION PROFILE

Assessment	% of Final Grade
Assignments and Quizzes	25-30%
Mid-term exam	15-20%
Strategic Planning/Simulation	35%
Final Exam	20%
Total	100%

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

Incomplete Grades

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments

Are at the discretion of the instructor, please consult with your instructor beforehand.

Missed Exams/Quizzes/Labs etc.

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.

Attendance

Students are expected to attend all classes and associated activities.

English Usage

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

Electronic Devices:

Students may use electronic devices during class for note-taking only, as specified by instructor

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or eLearn; please check both regularly. Official communication

between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS

Tools for Success

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <https://www.capilanou.ca/student-life/>

Capilano University Security: download the [CapU Mobile Safety App](#)

Policy Statement (S2009-06)

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy and procedures S2017-05 Academic Integrity for more information: <https://www.capilanou.ca/about-capu/governance/policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing

aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence and Misconduct Policy and B.401.1 Sexual Violence and Misconduct Procedure (found on Policy page <https://www.capilanou.ca/about-capu/governance/policies/>)

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.