

BUS 410

Advanced Strategy

Semester: Fall 2016
Days: Tues/Thurs 2:30-3:45pm
Room: RE 110

Number of credits: 3

Prerequisites:
BUS 220, BUS 250 and BUS 280

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Office Hours: Wed 9:30-11:30; Thurs 1-2;
by appointment

The business strategy course is intended to be a challenging advanced management course for the undergraduate business student. Students will be exposed to theories, concepts, tools and skills that are used in strategy formulation and implementation. It is expected that students will develop analytical thinking in defining core activities that a business focuses on, identifying clients/customers that a business serves and creating value in what a business offers. Students will be challenged to integrate knowledge they have gained from other business core courses and apply their accumulated knowledge to business case studies.

The knowledge and skills gained from this course will be useful for solving organizational problems by looking at the bigger picture, both internally within an organization and externally to the environments in which an organization operates. A holistic approach to identifying organizational problems and opportunities will be developed along with the ability to focus specifically on the functional and business levels in implementing the strategies.

Expected Learning Outcomes:

- Gain an understanding of the theories, principles, frameworks and concepts in business strategy.
- Develop critical and analytical thinking in forming, implementing and evaluating an organization's strategy in various industries.
- Deal with unstructured business problems and ambiguous situations that take place in the business settings.
- Integrate personal faith and Christian values in crafting and implementing strategy.
- Develop skills in case study analysis, writing reports and public speaking.

First day of classes:	September 6, 2016
Registration revision period:	September 18, 2016
Last day to request revised examination:	October 24, 2016
Last day to withdraw from course:	November 14, 2016
Last day to apply for time extension for coursework:	November 21, 2016
Last day of classes:	December 12, 2016

Textbook: Strategic Management: Theory & Cases (an integrated approach) by Hill, Schilling & Jones. Cengage Learning/Nelson. **12th edition.**

Course Objectives

Course description from the academic calendar – note that this is clarified and expanded on the front page of this syllabus. This course develops the theoretical and practical knowledge to set up and manage a business in Canada. Students are introduced to elements of successful entrepreneurship which include opportunity identification and assessment, economic development potential, alternative forms of work arrangements in the new economy, characteristics and forms of small business, time management, and government and legal considerations. Students will be engaged in simulated management decision-making through case studies and by developing a hypothetical business plan.

Evaluation:

Case analysis and class discussions will be the primary techniques used to develop an understanding of course content. Students will also be expected to keep current on developments in the business world by regularly reading a major daily newspaper such as the Globe and Mail or the National Post and selectively reading business periodicals such as The Economist, TIME or Business Week.

The following is a summary of all evaluation methods and relative weights for the course:

Evaluation Method	Weight
Case Study Analysis	15%
Strategic Management Project	25%
Current Events	10%
Course Contribution & Participation	10%
Midterm	15%
Final exam	25%

Course Requirements:

Note – individual assignment instructions will be provided throughout the term for most assignments. The following is a summary only (except in the case of the current event presentation information).

Case Study – Students will each sign up to complete one case study analysis during the term. Each case study analysis will involve a written report and a presentation to the class. Students will sign up for case studies and presentation dates early in the term. Case study analysis is to be individual but up to two students can sign up for each presentation.

Strategic Management Project – This will be an on-going project throughout the term and will be done initially independently and then with a partner. Each pair will analyse a company they choose using questions provided at the end of each chapter of the text. Responses to these questions will need to be submitted at the end of most weeks (individually) and a final report will be due at the end of the term (with your partner). Additional information will be provided for the final report. A peer evaluation component will be applied to part of your grade here and/or to your course contribution & participation grade.

Current Event Presentation – Each student will be expected to regularly read about local, national and international news events. This component will include establishing and following a plan for reading the news and posting to

specific on-line conversations on Moodle.

Course Contribution and Participation – A significant portion of the learning in business strategy will be through class discussion – both on the concepts being learned and the cases being analysed. Components of this grade will include active participation in class discussions, case review prior to class, attendance at and participation as applicable in peer and individual contribution to the team projects. This mark will be determined both by your instructor and your peers. Bringing notes to class on concepts and in particular cases is highly recommended.

Midterm & Final Exam – Both the midterm and final exams will consist of a mix of multiple choice/matching, short answer and longer answer type questions. It will be heavily concept based (i.e. with application to business situations but not involving full cases analysis). Guidance will be provided throughout the term.

Submission of Assignments:

All written assignments are to be submitted on Moodle. Failure to submit an assignment without legitimate reason (i.e. evidenced illness) or prior approval of the instructor may result in a failed grade for the course. In the case of legitimate or approved absence, and at the instructor’s discretion, the assigned date may be rescheduled to a later date, or if this is not practically possible, the marks reallocated to other components of the course grade.

Assignments should be handed in by the time and date due and students will typically find they are better able to balance their different courses and other commitments if they abide by the due dates. With the exception of the following, unapproved late assignments will receive a mark of zero. Late assignments worth 10% or more of the course grade will be accepted up to two days following the due date on the following terms:

- Up to one day late = 15% penalty (this begins right after the time due)
- One-two days late = 30% penalty

Attendance & Participation:

Each student is expected to regularly attend and actively participate in classroom discussions and any on-line discussion forums assigned. Group discussions and analysis of course topics will be a key component of learning throughout the term. Students are expected to attend all classes, having prepared for class by reading the assigned readings ahead of time and actively participate in group discussions. The skills needed to participate effectively in class and present your ideas are the same skills required to be effective in the business world. If external circumstances or illness prevent you from attending or adequately preparing for a class, please let the professor know. The instructor may reduce a student’s mark by a letter grade (i.e. B to B-) if a student’s participation is inadequate (in addition to the direct effect on the course contribution and participation portion of the grade). **Students are to be on time for class and refrain from the use of electronics with the exception of tablets or laptops for note-taking or direct classroom activities. The use of electronics for personal activities is not permitted – out of respect for fellow classmates and the instructor.**

Grade Summary:

The available letters for course grades are as follows:

<i>% Grade</i>	<i>Letter Grade</i>	<i>Description</i>
95% to 100%	A+	Excellent
90% to 94%	A	
85% to 89%	A-	
80% to 84%	B+	Good
76% to 79%	B	
72% to 75%	B-	
68% to 71%	C+	

64% to 67%	C	Satisfactory
60% to 63%	C-	
55% to 59%	D+	
50% to 54%	D	Minimal Pass
0% to 49%	F	Failure

To pass the course, students must achieve an overall grade of at least 50%. Final grades will be available on your student portal.

Policies:

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (Cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, it is highly recommended that they forward all messages from the Ambrose account to the other account.

During the **Registration Revision Period** students may to enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty. These courses will not appear on the student's transcript. Courses should be added or dropped on the student portal by the deadline date, please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a Request to Withdraw from a Course by the **Withdrawal Deadline**. Please consult the List of Important Dates. Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. A grade of "W" will appear on the student's transcript.

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a **Revised Examination** Request form to the Registrar's Office by the deadline date, please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) three final exams within three consecutive exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to engage in electronically-enabled activities unrelated to the class during a class session. Please turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Please do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a “**Course Extension**” from the Registrar’s Office. Requests for course extensions or alternative examination time must be submitted to the Registrar’s Office by the deadline date. Please consult the List of Important Dates. Course extensions are only granted for serious issues that arise “due to circumstances beyond the student’s control”.

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Office of the Registrar in writing within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal to review final grades. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University College as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else’s ideas, words, or work as one’s own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to give credit to another person’s ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student’s permanent record.

Students are strongly advised to retain this syllabus for their records.

(Last updated September 13, 2016)
