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|-------------------|--------------------------|---|
| <b>Course ID:</b> | <b>Course Title:</b>     | <b>Fall 2022</b>                                  |
| <b>BUS 410</b>    | <b>Advanced Strategy</b> | <b>Prerequisite:</b> Permission of the department |
|                   |                          | <b>Credits:</b> <b>3</b>                          |

| Class Information    |                    | Instructor Information |  | Important Dates                                    |              |
|----------------------|--------------------|------------------------|--|--|--------------|
| <b>Delivery:</b>     | In Class           | <b>Instructor:</b>     | Karl Schwonik MBA, MMus, MCert, BMus                             | <b>First Day of Class:</b>                         | September 7  |
| <b>Days:</b>         | Wednesday / Friday | <b>Email:</b>          | Karl.Schwonik@Ambrose.edu  | <b>Last Day to Add/Drop:</b>                       | September 18 |
| <b>Time:</b>         | 11:15am-1230pm     | <b>Phone:</b>          | N/A  | <b>Last Day to Withdraw:</b>                       | November 21  |
| <b>Room:</b>         | A2212              | <b>Office:</b>         | N/A  | <b>Last Day to Apply for Coursework Extension:</b> | November 23  |
| <b>Lab/Tutorial:</b> | N/A                | <b>Office Hours:</b>   | By Appointment. Please email or speak with me before/after class | <b>Last Day of Class:</b>                          | December 9   |
| <b>Final Exam:</b>   | TBA                |                        |  |  |              |

### Important Dates and Information

For a list of all important dates and information regarding participating in classes at Ambrose University, please refer to the Academic Calendar at <https://ambrose.edu/academic-calendar> .

### Course Description

This course is 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. Students will develop analytical thinking through 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. 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.

## Learning Outcomes

- To understand the strategic positioning of the firm in a competitive marketplace and the role of the managers in this process.
- To develop strategic thinking. To analyze unstructured situations, diagnose problems and recognize opportunities, formulate, and evaluate alternatives, make decisions, and develop action plans under conditions of ambiguity, uncertainty, and change.
- To appreciate how the capabilities of the firm must be combined and leveraged to achieve lasting competitive advantage.
- To integrate sustainability and ethics in overall business strategy development.
- To recommend appropriate ways to implement chosen strategies.
- To write or verbally communicate a business case and present findings in a convincing, compelling manner.
- To apply concepts from this course to real life contexts, appreciating the wider consequences of business decisions.
- To coordinate the functions of a complex business organization in a team environment, while acquiring skills in managing group dynamics, expressing views, and working in a team environment.

## Textbooks

*Strategic Management: An Integrated Approach, 13<sup>th</sup> edition.* Hill, Schilling, & Jones. Cengage Publishing.

## Course Schedule

Additional (non-textbook) reading will be posted to Moodle and should be referred to throughout the semester. The following is a general overview of topics and textbook chapters we will discuss.

| Week | Dates           | Topics  | Text Readings                                      | Notes                                   |
|------|-----------------|---|--|---|
| 1    | Sep 7 / 9       | Understanding Strategic Management  | Ch 1: Strategic Leadership                         |   |
| 2    | Sep 14 / 16     | The External Environment  | Ch 2: External Analysis                            | Current Events presentations begin      |
| 3    | Sep 21 / 23     | The Internal Environment  | Ch 3: Internal Analysis                            |   |
| 4    | Sep 28 / Sep 30 | Business Level Strategies 1   | Ch 4: Competitive Advantage                        | NO CLASS Sep 30 (NDTR)                  |
| 5    | Oct 5 / 7       | Business Level Strategies 2   | Ch 5: Business-Level Strategy<br>Ch 9: Integration | NO CLASS Oct 5 (Deeper Life Conference) |
| 6    | Oct 12 / 14     | 12th: Continue Business Level Strategies 2<br>14th: MIDTERM Business Case Reports |  |   |

|    |                |                            |   |  |
|----|----------------|----------------------------|---|--|
| 7  | Oct 19 / 21    | Corporate Level Strategies | Ch 6: Industry Environment                              |  |
| 8  | Oct 26 / 28    | Innovation                 | Ch 7: Strategy and Technology<br>Ch 10: Diversification |  |
| 9  | Nov 2 / 4      | Internationalization       | Ch 8: Strategy in the Global Environment                |  |
| 10 | Nov 9 / 11     |                            |   | NO CLASS Nov 9th and 11 <sup>th</sup> (Reading Week) |
| 11 | Nov 16 / 18    | Governance, CSR, Ethics 1  | Ch 11: Governance, CSR, Ethics                          |  |
| 12 | Nov 23 / 25    | Governance, CSR, Ethics 2  |   |  |
| 13 | Nov 30 / Dec 2 | Strategy Implementation    | Ch 12: Implementing Strategy                            |  |
| 14 | Dec 7 / 9      | GROUP CASE PRESENTATIONS   |   |  |

### Grade Assessment / Requirements

|   |     |
|---|-----|
| Class Engagement                        | 20% |
| Business Current Events                 | 15% |
| Midterm Case Report (group)             | 20% |
| Final Case Presentation (group)         | 20% |
| Final Exam (scheduled by the Registrar) | 25% |

### Class Engagement

Engagement in class discussions and activities is an important component of the individual student assessment. Attendance is part of class engagement marks. If you miss a class, please discuss this with the instructor to avoid mark deductions. Note that attendance is necessary but not a sufficient condition to obtain high marks. Constructive participation in class discussions is a requirement to obtain good participation marks. As part of the course pedagogy, many classes will include case discussions, student engagement in these sections are critical to the class participation. Live case discussions are course components to aid students to apply the acquired knowledge to real life examples. This experiential learning component is also key preparation for the final exam, as the questions and approaches used in class will exemplify the kind of questions that will be present in the final exam. Students are expected to attend all classes, having prepared by reading the assigned material ahead of time. Students are to be on time for class and refrain from the use of electronics, except for note-taking or direct classroom activities, out of respect for fellow classmates and the instructor. If you are feeling ill or are needing to isolate for any reason, **DO NOT** attend class. In these circumstances: email the instructor, ask classmates for summaries and notes from the class, and be sure to read all assigned material.

### Business Current Events

Students are expected to regularly read about local, national, and international business events from recognized sources (Financial Post, Economist, Wall Street Journal, etc). Each class, students will analyse a company using questions

provided on Moodle. Students will then share their findings in class. A schedule will be set in the first class and further details will be available on Moodle. Each student will present twice throughout the semester.

### **Midterm Case Report (group)**

The case report will be a full analysis of an assigned case. The case study on which the report is based, will be assigned two weeks in advance of the due date. Students will work in small groups to complete the assignment. Further details will be made available at the beginning of the semester and expectations will be discussed during class time. Please note that late submissions of the case report will not be accepted.

### **Final Case Presentation (group)**

Each group will select a publicly traded company, operating in Alberta, which has recently participated in a significant corporate-level strategy. Students will not choose any company that has been the subject of a case analysis and all groups should confirm with the instructor that their chosen organization is appropriate. Your challenge is to analyze the industry/company and to employ the concepts we have learned during the course. This firm will be the focus of your in-class Case Presentation. Further details will be available on Moodle.

### **Final Exam (scheduled by the Registrar)**

The final exam is a business case analysis which covers class discussions and readings. The exam assesses students' ability to apply individually what they have learned throughout the semester.

### **Grade Summary**

The available letters for course grades are as follows:

| Grade | Interpretation | Grade Points    |
|-------|----------------|-----------------|
| A+    | Excellent      | 4.00            |
| A     |                | 4.00            |
| A-    |                | 3.70            |
| B+    | Good           | 3.30            |
| B     |                | 3.00            |
| B-    |                | 2.70            |
| C+    | Satisfactory   | 2.30            |
| C     |                | 2.00            |
| C-    |                | 1.70            |
| D+    | Poor           | 1.30            |
| D     | Minimal Pass   | 1.0             |
| F     | Failure        | 0.00            |
| P     | Pass           | No Grade Points |

Because of the nature of the Alpha 4.00 system, there can be no uniform University-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

## **Other**

### **Group Work**

All members of a team will ideally receive the same grade for group projects. Every student has a responsibility to be a good team participant. Every student should prepare well for team meetings. If a team faces issues with a member, all members should exercise maturity and compromise to manage the situation, in a reasonable and professional manner. If the situation becomes unmanageable, please bring the problem to the instructor's attention, he will try to help the team overcome the challenges. Group assignments will be discussed in class.

### **Submission of Assignments**

All written assignments are to be submitted on Moodle. In the case of legitimate or approved absence, and at the instructor's discretion, the assigned date may be rescheduled to a later date. If unexcused, late assignments will receive a mark of zero. If you feel you may miss a deadline due to extenuating circumstances, please email the instructor ASAP.

## Ambrose University Important Information:

### Communication

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.

### Exam Scheduling

Students who find a conflict in their exam schedule must submit a *Revised Final Exam Time Application* to the Office of the Registrar by the deadline noted in the Academic Calendar. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; or 2) the scheduled final examination slot results in three consecutive examination periods. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

### Standards of Behaviour in the Classroom Setting

Learning is an active and interactive process, a joint venture between student and instructor and between student and student. Some topics covered within a class may lead to strong reactions and opinions. It is important that Students understand that they are entitled to hold contradictory beliefs and that they should be encouraged to engage with these topics in a critical manner. Committing to this type of "active learning" significantly increases the learning experience for both teacher and student, and reflects the Christian imperative to pursue truth, which lies at the heart of the Ambrose educational experience. However, active discussion of controversial topics will be undertaken with respect and empathy, which are the foundations of civil discourse in the Classroom Setting. Primary responsibility for managing the classroom rests with the instructor. The instructor may direct a student to leave the class if the student engages in any behaviour that disrupts the classroom setting. If necessary, Ambrose security will be contacted to escort the student from class. Please refer to your professor regarding their electronic etiquette expectations.

### 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 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 acknowledge 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. 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.

### Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. The academic calendar can be found at <https://ambrose.edu/academics/academic-calendar>

### Privacy

Personal information (information about an individual that may be used to identify that individual) may be required 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](mailto:privacy@ambrose.edu).

### Coursework Extensions

Should a request for a time extension on coursework exceed the end of the term, a *Coursework Extension Application* must be completed and submitted to the Office of the Registrar. The extension (if granted) will be recorded on the student record. Extensions are granted at the discretion of the instructor and registrar. Normally, Course Extension Applications will be considered only when all of the following conditions are met:

- the quality of prior course work has been satisfactory;
- circumstances beyond your control, such as an extended illness or death of a family member, make it impossible for you to complete the course work on time; and
- you submit *Coursework Extension Application* to the Office of the Registrar on or before the deadline specified in the Academic Schedule.

If granted, time extensions do not excuse you from a final examination where one has been scheduled for the course. A temporary grade of TX will be assigned until a final grade is submitted in accordance with the new deadline. A final grade of F will apply to:

- all course work submitted after the end of the semester unless a coursework extension has been granted; and all course work submitted after the revised due date provided by an approved extension to coursework.

## Academic Success and Supports

### Accessibility Services

Academic accommodation is provided to Ambrose students with disabilities in accordance with the Alberta Human Rights Act and the Canadian Charter of Rights and Freedoms. Provision of academic accommodation does not lower the academic standards of the university nor remove the need for evaluation and the need to meet essential learning outcomes. Reasonable accommodations are tailored to the individual student, are flexible, and are determined by considering the barriers within the unique environment of a postsecondary institution. It can take time to organize academic accommodations and funding for disability-related services. Students with a disability who wish to have an academic accommodation are encouraged to contact Accessibility Services as early as possible to ensure appropriate planning for any needs that

may include accommodations. Staff can then meet with students to determine areas to facilitate success, and if accommodations are required, ensure those accommodations are put in place by working with faculty.

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

### **Ambrose Writing Services**

Ambrose Writing services provides academic support in the four foundational literacy skills—listening, speaking, reading, and writing. It also assists students with critical thinking and the research process. Throughout the academic year, students can meet with a writing tutor for personalized support, or they can attend a variety of workshops offered by Academic Success. These services are free to students enrolled at Ambrose University. Academic Success serves all students in all disciplines and at all levels, from history to biology and from theatre to theology. To learn more, please visit <https://ambrose.edu/sas/writing-services>

### **Ambrose Tutoring Services**

Ambrose Tutoring Services provides support in specific disciplinary knowledge, especially in high-demand areas such as chemistry, philosophy, math and statistics, and religious studies. These tutors also coach students in general study skills, including listening and note-taking. During the academic year, Ambrose Tutoring Services offers drop-in tutoring for courses with high demand; for other courses, students can book a one-to-one appointment with a tutor in their discipline. These services are free to students enrolled at Ambrose University. To learn more, please visit <https://ambrose.edu/tutoring>.

### **Mental Health Support**

All of us need a support system. We encourage students to build mental health supports and to reach out when help is needed.

#### On Campus:

- Counselling Services: [ambrose.edu/counselling](https://ambrose.edu/counselling)
- Peer Supportive Listening: One-to-one support in Student Life office. Hours posted at [ambrose.edu/wellness](https://ambrose.edu/wellness).
- For immediate crisis support, there are staff on campus who are trained in Suicide Intervention and Mental Health First Aid. See <https://ambrose.edu/student-life/crisissupport> for a list of staff members.

#### Off Campus:

- Distress Centre - 403-266-4357
- Sheldon Chumir Health Care Centre - 403-955-6200
- Emergency - 911

### **Sexual Violence Support**

All staff, faculty, and Residence student leaders have received *Sexual Violence Response to Disclosure* training. We will support you and help you find the resources you need. There is a website with on and off campus supports – [ambrose.edu/sexual-violence-response-and-awareness](https://ambrose.edu/sexual-violence-response-and-awareness).

#### Off Campus:

- Clinic: Sheldon Chumir Health Centre - 403-955-6200
- Calgary Communities Against Sexual Abuse - 403-237-5888