

BES355-4
Strategic Management II
1 Credit

Instructor: TBA

Phone:

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BES355-4 Version: 3



Strategic Management II

Calendar Description

This module follows BES355-3: Strategic Management I and provides the learner with a more detailed look at the implementation and management phases of the strategic plan. The topics focus on monitoring, reviewing, and assessing the operation, via these chosen elements, of an existing strategic plan.

Rationale

BES355-4 is an introductory study that helps students understand the role of strategic management in an emergency service environment. The module attempts to give students insight into the value of continuous monitoring, reviewing, and assessing of pertinent human, physical, and informational resource productivity data, followed by the alteration of suspect elements of the strategic plan in response in order to sustain organizational productivity.

Prerequisites

BES355-3

Co-Requisites

None

Module Learning Outcomes

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

1. introduce concepts about strategy implementation.
2. describe a reason for poor performance and suggest ways to improve poor performance.
3. identify essential stakeholder groups, show how they contribute to and benefit from the firm, and describe how stakeholders affect corporate profitability.
4. become familiar with agency theory and use it to explain why misalignment of interests exists at every level of the organization.
5. present information about various corporate governance mechanisms.
6. define and describe business ethics and show how managers can improve a firm's ethical performance

7. introduce the main elements of strategy implementation-structure, control systems, and culture and their relationships with each other.
8. demonstrate how structure, control, and culture can build distinctive competencies at the functional level.
9. describe the use of structure, control, and culture in implementing a single-business firm's generic business strategy.
10. discuss the use of restructuring and reengineering in improving the performance of a single-business firm.

Resource Materials

Required e-text(s):

Please refer to the Resource section in the Module for a listing of the resource materials.

Conduct of Module

This module is approximately 15 hours in length. It is delivered on-line and may involve individual, pair, and group work. Students are required to submit assignments, take part in asynchronous discussions, and undertake exercises in the workplace that call for reflective thinking. Participation in this module is paced and mandatory, and students are expected to practice time management skills accordingly. It is critical that each student read the assigned material and keep up to date with all objective tasks and assignments.

Student counseling: Students who are experiencing difficulty with the module should immediately consult the instructor by email.

Module withdrawal: Students should familiarize themselves with the school's module withdrawal policy and procedures, which are explained in the student handbook/calendar.

Students should budget approximately one to two hours of time in preparation for each one hour of the estimated 15 hours of class time.

All goals and evaluations of student application and demonstration of their knowledge and skills are determined as per the Online Discussion Grading Rubric and the Paper Grading Rubric linked within the module.

Evaluation Procedures

This module uses a variety of assessment tools to evaluate student performance. The final grade is an aggregate of the following components:

Video Introduction and Team Charter	(1)	5%
Threaded Discussions	(2)	50%
Team Paper	(1)	<u>45%</u>
Total		100%

All marks are recorded as percentages and then converted to a final letter grade according to the criteria shown below.

Grade Equivalents and Course Pass Requirements

A minimum grade of D (50%) (1.00) is required to pass this course.

Letter	F	D	D+	C-	C	C+	B-	B	B+	A-	A	A+
Percent Range	0-49	50-52	53-56	57-59	60-64	65-69	70-74	75-79	80-84	85-89	90-94	95-100
Points	0.00	1.00	1.30	1.70	2.00	2.30	2.70	3.00	3.30	3.70	4.00	4.00

Students must maintain a cumulative grade of C (GPA - Grade Point Average of 2.00) in order to qualify to graduate.

Participation

Regular participation in threaded discussions is essential for success in the program. Absence for any reason does not relieve a student of the responsibility of completing course work and assignments to the satisfaction of the instructor. Poor participation may result in the termination of a student from a course(s).

If you do not meet the established participation requirements, your instructor will recommend that the Registrar withdraw you from the course. A failing grade of RW (Required to Withdraw) will appear on your transcript. No credit is earned. Calculated as a failing grade in GPA.

In cases of repeated absences due to illness, the student may be requested to submit a medical certificate.

Module Units/Topics

This module consists of three units:

1. Implement, manage, and document operational information per a strategic plan
2. Monitor, review, and assess the operation per a strategic plan
 - ✳ Conduct operational reviews
 - ✳ Manage and assess operational direction and progress
3. Apply a combination of quantitative and case analysis techniques in the solution and adjustment of business productivity problems arising during the operation of a strategic plan



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