

DEPARTMENT Business & Office Administration

COURSE OUTLINE – Fall 2026

BA4000 (A2): Strategic Management – 3 (3-0-0) 45 Hours for 15 Weeks

Northwestern Polytechnic acknowledges that our campuses are located on Treaty 8 territory, the ancestral and present-day home to many diverse First Nations, Metis, and Inuit people. We are grateful to work, live and learn on the traditional territory of Duncan's First Nation, Horse Lake First Nation and Sturgeon Lake Cree Nation, who are the original caretakers of this land.

We acknowledge the history of this land, and we are thankful for the opportunity to walk together in friendship, where we will encourage and promote positive change for present and future generations.

INSTRUCTOR:	Abigail (Abby) Head, CPA, CMA, MBA	PHONE:	780-539-2712
OFFICE:	C304	E-MAIL:	Ahead@NWPolytech.ca
OFFICE HOURS:	Monday & Wednesday 11:30 PM to 12:30 PM & by appointment		

CALENDAR DESCRIPTION:

Applying concepts learned throughout their studies, students will explore business strategy as it applies to a company's plan to gain and sustain competitive advantage in an ever-changing marketplace. Utilizing the strategic management case analysis model, students will apply scientific methods and industry best practices to a variety of business situations to increase awareness of the multidimensional and integrative nature of strategic management. Governance and ethical issues in the context of strategy are also explored.

PREREQUISITES:

Complete the following:

- BA1120 - Principles of Accounting (3)
- BA2540 - Macroeconomics (3)
- BA3120 - Operations and Supply Chain Management (3)
- MG2000 - Principles of Business (3)

COREQUISITES: None

REQUIRED MATERIALS:

1. Print book/eBook with WileyPLUS

Dyer, J. H., Godfrey, P. C., Jensen, R. J., & Bryce, D. J. (2024). *Strategic Management: Concepts and Cases* (Fifth ed.). John Wiley & Sons, Inc.

This resource *must include* WileyPLUS. **Note:** Students must set the time zone to Mountain time (US & Canada) for the duration of the course. WileyPLUS supports several operating systems and browsers. See the required operating systems and browsers at [WileyPLUS System Requirements](#).

2. Ivey Publishing Course Packs (Additional cost per student)

Each enrolled student must purchase the mini-cases *and/or* case study course pack(s) for submission and grading. Fees *per case* range from \$5 to \$15 CAD; the

approximate total case costs are \$10 to \$25 CAD. Ivey accounts and course pack fees are the responsibility of *each* student. Proof of purchase will be required for evaluation and grading.

3. Office 365 (Free)

Office 365 is available for students to install on personal devices. Please note that Chromebooks and other tablets and cell phones cannot install the full Office 365 applications, only the mobile versions. For access to the full applications, please see the Remote Desktop section. See weblink: [Install Office 365](#).

4. Course Management Software

NWP uses myClass (D2L) online course management system. In myClass, see the BA4000 course home page for *important course information, attendance, and grades*. To access visit [myClass](#).

- 5. Plagiarism detection software**, i.e., Turnitin™ Integration via myClass. Students are required to submit work in this course through the plagiarism detection software within myClass called Turnitin™ Integration. When this software is used, similarity checking will identify matching or similar text to sources in Turnitin's databases and provide feedback; compare against student paper repository, website content, periodicals, journals, and publications. Turnitin will store a copy of the submitted document only in the Standard Repository for similarity checks against any future submissions. Students are required to submit mini-cases, case reports, and presentations for assessment and grading into the myClass assignment folder before the published due date using Turnitin™ Integration. Note: Initial setup is required.

DELIVERY MODE(S): On-campus (attend on-campus, in-person)

This type of course will be delivered on campus in a specific location, which will be indicated on the student timetable. Students are expected to fully attend in person and participate in class activities.

LEARNING OUTCOMES:

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

- Understand the strategic decisions that organizations make and have the ability to engage in strategic planning.
- Demonstrate an understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
- Explain the basic concepts, principles, and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Demonstrate the ability to think critically in relation to a particular problem, situation, or strategic decision through real-world scenarios.
- Conduct and present a credible business analysis in a team setting.
- Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.
- Develop and prepare a strategic review document presented in a consistent form.

EVALUATIONS:

Assignments & In-class mini-cases	10%
Midterm Exam	25%
Case Report (Group Submission)	20%
Case Presentation (Group Presentation)	10%
Final Exam (2 hours) (Comprehensive; Chapters 1 - 14)	35%
Total	100%

Students are encouraged to complete all assignments, In-class mini-cases, reports, presentations, and examinations. Students will receive a zero (0) for any missed assignments, In-class mini-cases, reports, presentations, and examinations. Extra work is not assigned. There are no rewrites, deadline extensions, or bonus assignments available to improve your grade.

Final exams will be written as scheduled by the Registrar during the exam period from **December 12-19**. The final exam is 2 hours. Do not plan activities or trips during this period. Any unexcused absences will be assigned a grade of zero.

GRADING CRITERIA:

Please note that most universities will not accept your course for transfer credit **IF** your grade is **less than C-**.

Alpha Grade	4-point Equivalent	Percentage Guidelines		Alpha Grade	4-point Equivalent	Percentage Guidelines
A+	4.0	95-100		C+	2.3	67-69
A	4.0	85-94		C	2.0	63-66
A-	3.7	80-84		C-	1.7	60-62
B+	3.3	77-79		D+	1.3	55-59
B	3.0	73-76		D	1.0	50-54
B-	2.7	70-72		F	0.0	00-49

COURSE SCHEDULE/TENTATIVE TIMELINE:

The schedule is tentative and may vary slightly at the discretion of the instructor.

Week of . .	Content Coverage & Required Readings	Required Readings
Sept 1	Getting Started & Course Outline What Is Business Strategy?	Chapter 1
Sept 6	Analysis of External Environment Internal Analysis	Chapter 2 Chapter 3
Sept 13	Internal Analysis Cost Advantage	Chapter 3 Chapter 4
Sept 20	Cost Advantage Differentiation Advantage	Chapter 4 Chapter 5
Sept 27	National Day for Truth and Reconciliation (Sep 30 No Class) Corporate Strategy	Chapter 6
Oct 4	Vertical Integration & Outsourcing Strategic Alliances	Chapter 7 Chapter 8
Oct 11	Thanksgiving Oct 12 (No class) Strategic Alliances	Chapter 8
Oct 18	Midterm (Chapters 1 - 8) International Strategy	Chapters 1 - 8 Chapter 9
Oct 25	Innovative Strategies	Chapter 10
Nov 1	Competitive Strategy & Sustainability	Chapter 11
Nov 8	Remembrance Day & Fall Break	
Nov 15	Implementing Strategy	Chapter 12
Nov 22	Corporate Governance & Ethics Strategy & Society	Chapter 13 Chapter 14
Nov 29	Group Case (Due Dec 3)	
Dec 6	Group Presentations (in class presentations Dec 8)	
Dec 12-19	Final Exam (2-hours) (Comprehensive)	All Chapters

Students are encouraged to complete all assignments, In-class mini-cases, reports, presentations, and examinations. Students will receive a zero (0) for any missed assignments, In-class mini-cases, reports, presentations, and examinations. Extra work is not assigned. There are no rewrites, deadline extensions, or bonus assignments available to improve your grade.

STUDENT RESPONSIBILITIES:

Northwestern Polytechnic (NWP) believes that all students have certain rights that protect and support them through their education. Additionally, students are expected to take responsibility for their conduct during their period of study at NWP, including abiding by the rules, policies, procedures, and regulations of the Polytechnic. It is the student's responsibility to be fully acquainted with and adhere to NWP's policies and procedures; see [Policies Directory](#).

Participation

Students may be refused permission to write the final examination on the advice of the instructor. This usually happens *when there are more than four class absences*, if significant assessments like assignments, in-class mini cases, reports, presentations, and/or exam(s) are not submitted before deadlines and graded, and/or if the student is mathematically unable to pass the course, even by scoring 100% on the final exam; see Examination Policy and Debarred from Examinations at [Policies Directory](#).

For excused absences, the weighting of the midterm test may be transferred to the final exam at the instructor's discretion. Students with absences in excess of four classes before the midterm exam will be refused the ability to move any midterm exam weightings to the final examination.

Attendance will be taken during class. Tardiness will be treated as an absence. Students may review their attendance in myClass. During class time, it is expected that students will work on the BA4000 course content/materials and participate in class discussions and group work.

Course materials (course outline, schedule information, etc.) and announcements will be published in myClass, WileyPlus and/or NWP Webmail. Students are responsible for regularly checking all three resources three to five times weekly.

Webmail

Students may contact the instructor by NWP webmail. Webmail will be answered within two business days outside of stated office hours. *Webmail correspondence must be sent to your instructor from your NWP Webmail account.* Webmail should be professionally formatted with correct spelling and grammar. Webmail must include a subject line and reference to the course code, material (s), and/or textbook pages.

Recording (audio, image, and/or video)

Recording lectures or taking photos in class is prohibited unless advance permission is obtained from the instructor *and* any guest presenter(s). In the event permission is granted by the instructor, such recordings may only be used for individual study and may not be reproduced, transferred, distributed, or displayed in any public manner. Any images taken without the instructor's consent must be deleted immediately.

STATEMENT ON ACADEMIC MISCONDUCT:

Academic Misconduct will not be tolerated. For a more precise definition of academic misconduct and its consequences, refer to the Student Rights and Responsibilities Policy available at [Policies Directory](#).

****Note:** all Academic and Administrative policies are available on the same page.

Additional Information:

Study Skills Hub

Adopting and adhering to effective learning habits in this course will likely take up a great deal of time, so plan your schedule accordingly. The NWP Study Skills Hub will help you develop the skills you need to succeed in your program and cope with the demands of higher education. Click on the following link for free access: [Welcome to the Study Skills Hub](#).