



School of Business and Leadership

**LEAD 402**

**Strategic Business Planning**

Term: Fall 2022

Number of Credits: 3

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## Course Outline

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**INSTRUCTOR:** Sara McPhee-Knowles  
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**PHONE:** 867-456-8639  
**OFFICE:** A2433

**TIME:** 4-5:50  
**DATES:** Sept 6-Nov 29  
**CLASSROOM:** A2103

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### COURSE DESCRIPTION

This is the first of the fourth-year courses in the Bachelor of Business Administration program. Strategic Business Planning provides the framework and sets the expectation for other project-based fourth year courses while allowing students to demonstrate their capacity to develop and execute organizational strategies. Through LEAD 402 students will develop the consultancy skills required to effectively implement strategic change in a variety of northern organizations. Lastly, this course focuses on the importance of exploring northern, creative and socially responsible solutions and developing project management skills.

### COURSE REQUIREMENTS

Prerequisite(s): BUS270, LEAD300, ECDV301 or permission from the program

### EQUIVALENCY OR TRANSFERABILITY

Receiving institutions determine course transferability. Find further information at:

<https://www.yukonu.ca/admissions/transfer-credit>

### LEARNING OUTCOMES

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

- Define, research and analyse northern business problems using core business knowledge and principles
- Explore creative and sustainable strategic business solutions
- Recognize and address systemic factors present in the northern business context
- Effectively communicate recommendations through appropriate delivery methods
- Research and practice project management skills
- Assess and reflect on individual and collaborative contributions

### COURSE FORMAT

#### Weekly breakdown of instructional hours

This hands-on, interactive course will apply problem-based and collaborative learning methods. Activities can range from small, focused content seminar style learning activities to community partner visits. Students will

have space to interact both with each other and their instructor. Students are expected to work together to learn and solve practical assignments.

Students will meet in class once a week for 2 hours. It is expected that this course will require 3-7 hours of additional time per week, with some variation throughout the term, spent on reading, reviewing modules, and completing assignments. It is important to note that the time required will vary by individual.

### **Delivery format**

This course will be delivered in a blended format. Students will be required to attend some face-to-face sessions on campus and complete asynchronous online activities. Depending on the COVID-19 situation in the Yukon, some face-to-face sessions may be moved to Zoom at the instructor's discretion.

### **EVALUATION**

Leadership and engagement	10%
Assignments	70%
Final reflection	20%
Total	100%

**Leadership & Engagement:** Active participation in this course is mandatory. Students are expected to show up, work hard, and participate fully in these activities. They are also expected to interact with knowledge holders, fellow classmates, and instructor(s) in a positive, respectful and reciprocal manner, honouring the procedures, protocols and ways of expressing and embodying knowledge.

### **Assignments:**

Assignments may include:

- Work through case studies, writing reports, and presenting
- In groups, work with a local organization to respond to questions and provide recommendations for an existing organization regarding their current state and future direction
- Self and peer assessment of consultancy skills and teamwork
- Self-reflection (student will review all key concepts in the course and consider how they will apply their new knowledge)
- Student interviews (students will interview community members regarding specific course content)

### **Final Reflection:**

Each student will write a 3-4 page reflection paper, responding to three (3) prompts provided by the instructor. Students are asked to critically reflect on what they have learned through the course and draw on the theoretical and conceptual knowledge from the rest of the program.

### **COURSE WITHDRAWAL INFORMATION**

[www.yukonu.ca](http://www.yukonu.ca)

Refer to the YukonU website for important dates. *Instructors can edit to include term-specific withdrawal date if they like.*

## TEXTBOOKS & LEARNING MATERIALS

Rumelt, R. (2013) *Good Strategy Bad Strategy: The Difference and Why It Matters*. Profile Books, 322 pp.

Other readings to be provided by the instructor.

Students are required to have a computer (with webcam and microphone) with a reliable internet connection, word processing and presentation software.

## ACADEMIC INTEGRITY

Students are expected to contribute toward a positive and supportive environment and are required to conduct themselves in a responsible manner. Academic misconduct includes all forms of academic dishonesty such as cheating, plagiarism, fabrication, fraud, deceit, using the work of others without their permission, aiding other students in committing academic offences, misrepresenting academic assignments prepared by others as one's own, or any other forms of academic dishonesty including falsification of any information on any Yukon University document.

Please refer to Academic Regulations & Procedures for further details about academic standing and student rights and responsibilities.

## ACADEMIC ACCOMMODATION

Reasonable accommodations are available for students requiring an academic accommodation to fully participate in this class. These accommodations are available for students with a documented disability, chronic condition or any other grounds specified in section 8.0 of the Yukon University Academic Regulations (available on the Yukon University website). It is the student's responsibility to seek these accommodations by contacting the Learning Assistance Centre (LAC): [LearningAssistanceCentre@yukonu.ca](mailto:LearningAssistanceCentre@yukonu.ca).

## TOPIC OUTLINE

WEEK	Chapters	Class Theme
1	Good Strategy is Unexpected (Ch 1) Discovering Power (Ch 2)	Introduction and Client Initial Contact
2	Bad strategy (Ch 3) Why so much bad strategy? (Ch 4)	Professionalism
3	The Kernel of Good Strategy (Ch 5) Using Leverage (Ch 6)	Problem Definition PART I
4	Proximate Objectives (Ch 7) Chain-Link Systems (Ch 8)	Problem Definition PART II
5	Using Design (Ch 9) Focus (Ch 10)	Data Collection I
6	Growth (Ch 11)	Data Collection II

	Using Advantage (Ch 12)	
7	Using Dynamics (Ch 13)	Analyses/Findings/Diagnosis PART I
8	Inertia and Entropy (Ch 14)	Analyses/Findings/Diagnosis PART II
9	Putting It Together (Ch 15)	Conclusion
10	The Science of Strategy (Ch 16)	Putting Report together
11	Using Your Head (Ch 17)	Pitch Your Solution
12	Keeping Your Head (Ch 18)	Develop Presentation
13		Student Presentation to Client Self-Reflection