



Corporate Governance and Strategy

BUSI 3629 R

Winter 2026

Instructor	Hilary Becker, Ph.D., CPA, CGA
Email Address	hilarybecker@cunet.carleton.ca
Class Times	Thursday 7:00-8:30PM
Modality	Online *
Office Hours	Thursday 1:00 – 2:00PM (or by appt.)
Office Location	NI6032
TA Name/Email	
* Modality: Online _18_ hours synchronous (weekly online sessions) 18_ hours asynchronous (course material)	

Pre-Requisites & Preclusions:

Prerequisites: Prerequisite(s): 1) Enrolment in the Post-Baccalaureate Diploma in Accounting, or [BUSI 1001](#) and [BUSI 1002](#), or equivalents. or 2) Enrolment in BIB, third-year standing, and [BUSI 1004](#) or [BUSI 1011](#), and [BUSI 1005](#) or [BUSI 2018](#), and permission of the School of Business.

Preclusions: additional credit for [BUSI 4609](#) and [BUSI 4709](#). No credit in B.Com.

Course Description/Instructor's Statement

Carleton Calendar Description

The role of governance in organizations. Mission and vision statements, values and objectives. Shaping, implementation and evaluation of corporate strategy. Management of risk and environmental analysis.

Instructor's Description:

Strategic Management focuses on strategy making in business corporations. Emphasis is on corporate and business level strategic analysis, strategy formulation implementation, and evaluation. Strategic management emphasizes the determination and evaluation of environmental opportunities and threats in light of the

strengths and weaknesses in the organization's value chain in order to enhance its core competencies and craft a sustainable competitive advantage. The course serves to

integrate and synthesize knowledge acquired in the functional business disciplines by application of acquired functional skills to corporate and business strategic analysis.

Course Learning Objectives:

1. To familiarize the student with strategic thinking and its component elements, the identification of strategic options and techniques for strategy selection.
2. Through empirical business research, integrate your functional knowledge acquired in past business courses by application of functional skills in analysing a single firm and recommend appropriate strategies.
3. To understand key strategic concepts such as corporate strategy, business strategy, driving forces, key success factors, value chain analysis, economies of scope, core competencies and sustainable competitive advantage.
4. To significantly enhance your applied business research skills using corporate, government, industry, business media, academic, think tank & NGO sources

Required/Optional Materials & Prices

Hitt, Ireland and Hoskisson (2020). *Strategic Management: Concepts: Canadian Custom 14th Edition*, 14th Edition, Cengage Learning.

ISBN-10: 0-35-771687-6

ISBN-13: 978-0-35-771687-8

PRICE: \$77.95 (eTextbook), \$170.95 (Hardcopy)

Purchase Online Text:

<https://www.cengage.ca/c/strategic-management-concepts-and-cases-14e-hitt-ireland-hoskisson-harrison/9780357716762/#compare-buying-options>

Textbook (s) available at the Campus Store in Nideyinàn or order online for pick up:

<https://carletonshop.ca/Course/term>

Case pack, as the course requires the use of cases.

PRICE: \$16.35 (3 cases). Instructions on how to purchase the case pack will be provided before classes start on Brightspace.

Purchase Online Cases:

<https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000005eCUD2A2>

Grading Scheme

- | | |
|-------------------------|-----|
| 1. One group case | 10% |
|-------------------------|-----|

2.	One Individual case.....	10%
2.	One Group Project.....	25%
3.	Midterm Quiz (e-proctored)	25%
4.	Final Examination (e-proctored)	30%
TOTAL		100%

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Preparation and Participation:

Students are expected to come to each class session ready to participate. Videos should be viewed prior to the session, and students are expected to participate fully in weekly discussions.

Group Case Assignments: (Group Selection by January 23 – Assigned Afterwards)

Students will be assigned two cases to work in group comprising of 4-5 students. Instructor will select the students randomly to form the group and it will be communicated accordingly. In the group case assignments, students are expected to analyze the given cases qualitatively and quantitatively to identify key strategic issues and alternatives and recommend the coherent strategy.

For the greater group effectiveness, students are encouraged to refer to the resources provided in <http://sprott.carleton.co/wp-content/files/Group-Work-Resources.pdf>. The group case assignment is limited to 10 pages. Late submission will not be accepted.

Individual Case written critique:

The individual and group critiques provide an opportunity to evaluate the fundamental issues involved in cases. Consider yourself as a consultant hired by the company to resolve an issue(s).

The critique should follow the three components outlined below:

- i) Identify the core problem(s) associated with the case (2-3 fundamental issues that the case is dealing with.
- ii) For each, analyze, using strategic tools, and develop options to deal with the

- problem identified (summarize findings).
- iii) Provide a recommended solution and implementation timeline to the fundamental problem(s) identified in part i).

Individual Critique: 5 pages (max) + appendices (if needed). Late submission will not be accepted.

Group Project

Each group will use the material from the course to analyze the industry, competitors and strategy of an organization. More information on the specifics will be provided in Brightspace. Group reports will be limited to 20 pages + appendices if needed.

<https://library.carleton.ca/guides/course/busi-4609>

Eligibility of Firm for Capstone Group Project

No two groups may select the same business firm

- firms which group members have analysed in other courses are NOT eligible
- you are reminded it is a violation of academic plagiarism policy to submit substantially the same analysis used for multiple courses
- a limited number of firms within the same industry will be accepted
- the firm must currently be publicly listed (i.e. TSX, NYSE, NASDAC) and have at least 3 years of comparable market/financial performance statistics publicly available
 - government departments, agencies & crown corporations are NOT eligible
 - not-for-profit organizations (NGOs) are NOT eligible for selection
 - bankrupt, delisted firms or privately held firms are NOT eligible
 - firms with concentrated ownership or whose shares seldom trade are NOT eligible
- a firm that has announced major restructuring since its last financial statements; has filed for Chapter 11 reorganization; or is involved in a major M&A that will preclude strategic choices; is NOT eligible
- the entire firm MUST be analyzed – not a division or subsidiary, and must include all markets within which the firm operates (i.e. diversified multinationals should be avoided)
- it is the group's responsibility to ensure that there is sufficient information to complete all the required analyses for the report. Particular attention should be given to ensuring the availability of competitor information to perform industry analyses.
- selecting a firm of interest to the group is encouraged. While the selected firm does not have to be “best in class”, there are greater strategic options available to financially successful firms than those whose futures are in jeopardy.

Company/Firm Selection Policy

It is the responsibility of the student group to select the business firm that will be the basis of the assignments and comprehensive strategic analysis. It is the students' responsibility to undertake the research necessary to determine if sufficient information is available. The

selection of a business firm is an assurance by the students to the professor, that there is sufficient information available to complete the assignments and strategic analysis. Authorization by the professor is to ensure that two groups do not select the same business firm or an ineligible firm, or to avoid an over-concentration in a particular industry or overlap with case studies. Should it subsequently become apparent that there is insufficient information to adequately complete the assignments, it is the students' responsibility to change firms and obtain authorization of the new firm.

Authorization by the professor is not a guarantee that there is sufficient information. Each student is responsible for selecting his/her partners and the business firm to be analyzed, having ensured the adequacy of information available to complete the required comprehensive strategic analysis.

For ideas concerning the selection of a firm, you may wish to examine:

NYSE listed firms: <http://www.nyse.com/about/listed/listed.html>

NASDAQ listed firms: <http://www.nasdaq.com/asp/symbols.asp?exchange=Q>

Fortune Global 500: <http://money.cnn.com/magazines/fortune/global500/>

FT Global 500:

<http://news.ft.com/servlet/ContentServer?pagename=FT.com/Page/SpecialLevel1&cid=1020498280400/>

FT Companies by Region: <http://news.ft.com/companies>

Fortune 500: <http://money.cnn.com/magazines/fortune/fortune500/>

Forbes list of best companies: <http://www.forbes.com/lists/>

Business 2.0 Fastest Growing Technology firms:

<http://money.cnn.com/magazines/business2/b2fastestgrowing/>

Fast Company most innovative companies: <http://fcke.fastcompany.com/>

Industry Week 1000 largest mfg firms:

<http://www.industryweek.com/section.aspx?sectionid=40>

Industry Week 50 Best mfg firms:

<http://www.industryweek.com/section.aspx?sectionid=42>

Business Week Best 50 Performers:

http://www.businessweek.com/magazine/toc/05_14/B392705bw50.htm

Course Schedule

Week	Topic	Chapter	Cases
1	Strategic Management and Strategic Competitiveness.	1	
2	The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis.	2	
3	The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages.	3	Group Selection: Wed. Jan. 23

4	Business-Level Strategy.	4	Porter Airlines (January 29)
5	Competitive Rivalry and Competitive Dynamics.	5	
6	Corporate-Level Strategy.	6	Group Case Assignment: February 13
	Reading Week – No Classes		
7	Alternative Strategic Vehicles for Diversification.	7 & 9	Midterm: Feb 28 (9AM – 12PM)
8	Blue Ocean Strategy.	Reading (1) Blue Ocean Strategy	
9	International Strategy.	8	
10	Organizational Structure and Controls.	11	
11	Performance Management and Controls.	Reading (2) Balanced Scorecard	Individual Case Assignment: March 28
12	Strategic Control (ERM) and Corporate Governance	10 Reading (3) & (4) (coso.org)	
13	Group Final Report: Due April 8		

Required Reading: (Weeks 8, 11 and 12)

Week 8: Chan & Maubourgne, *Blue Ocean Strategy: From Theory to Practice*, California Management Review, Vol. 47, No. 3, Spring 2005.

Week 11: Kaplan & Cooper, Using the Balanced Scorecard as a Strategic Management System, HBR, Jan. 1996

Week 12: <https://www.coso.org/Documents/2014-2-10-COSO-Thought-Paper.pdf>

chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/viewer.html?pdfurl=https%3A%2F%2Fwww.coso.org%2FDocuments%2FCOSO-ERM-Risk-Assessment-in-Practice-Thought-Paper-October-2012.pdf&clen=3411581

Optional Additional Readings:

Wk 1	Porter, M.E. <i>What is Strategy?</i> HBR, Nov. 1996, p: 61-78
Wk 2	Porter, M.E. <i>The Five Competitive Forces that Shape Strategy</i> . HBR, Jan.2008, p: 78-93 Porter, M.E. <i>Understanding Industry Structure</i> , Harvard Business School 13 (2007): 1-16.
Wk 3	Prahalad, C.K. & Hamel, G. <i>The Core Competence of the Corporation</i> , HBR ,1990, P. 79-91.
Wk 6	Collis & Montgomery: <i>Creating Corporate Advantage</i> , HBR, May-June, 1998.
Wk 7	Ghemawat, <i>Remapping your strategic mind-set</i> , McKinsey Quarterly, Aug2011

Students are expected to dedicate sufficient time to cover the topics, readings and videos to gain good grasp of the course materials. Please also check regularly the announcements from instructor in Brightspace.

To make the course interactive, online chats and online discussion forum will be used effectively during the session.

***Refer to Academic Calendar for dates University Closed Dates and Holidays**
<https://calendar.carleton.ca/academicyear/>

Late Assignments:

Late assignments will only be accepted in exceptional circumstances due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor

Midterm and Final Exam

There will be 1 midterm and one final exam covering the content of the course in Weeks 5 and during the formal exam period. These will be completed in brightspace and will cover topics from the textbook, lectures and videos. These are to be completed individually.

Note: Exams will be e-proctored using the Carleton e-proctoring system.

If e-Proctoring is implemented for digital exams, the minimum computing requirements are as follows:

- Hardware: Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Chromebooks, tablets (Android, iOS, Windows), and smartphones are not supported. You must complete your exams using Windows-based or MacOS computers.

Deferred In-Class Quizzes/Tests or Midterms:

In the event that you are unable to write a midterm, test, or other scheduled assessments due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing an assessment will receive a grade of 0% for that test.

The deferral will be held on Monday, *March 9* at 7:15am.

Deferred final exams:

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval.

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

The purpose of this section is to explicitly address the connection between individual courses and program-level learning goals.

Not Covered *Learning goal is not addressed in the course, or addressed only minimally.*

Introduced *Course introduces content related to the learning goal but does not focus on it OR activities included in the course serve to cultivate this skill incidentally.*

Taught but not Assessed *Course contributes explicitly and meaningfully to student achievement of the learning goal but is not the point where competency is formally assessed.*

Taught and Assessed *Select this option if the course has been designated by the UG CRC as the point where achievement of the learning goal will be assessed.*

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>			X	
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in</i>				X

<i>team environments that respect the experience, expertise and interest of all members.</i>				
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>			X	
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				X

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend anyone of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific

degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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