



Corporate Governance and Strategy
BUSI 3629 R
Winter 2019

PROFESSOR: Hilary Becker, Ph.D., CPA, CGA

Email: hilary.becker@carleton.ca

Telephone: 613 520 2600 ex. 3717

Office Hours: Schedule will be set for weekly online discussions.

Class Schedule: Online

COURSE CALENDAR DESCRPTION FROM UNIVERSITY CALENDAR:

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.

PREREQUISITES:

Enrolment in the Post Baccalaureate Diploma in Accounting or permission of the School

COURSE 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 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 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 TEXT

Hitt, Ireland and Hoskisson (2017). *Strategic Management: Concepts: Competitiveness and Globalization*, 12th Edition, Cengage Learning

ISBN-10: 1305502205

ISBN-13: 9781305502208

Students wishing to purchase this book can do so using following web link:

http://www.nelson.com/catalogue/productOverview.do?Ntt=hitt|1679484032570610305811499691640622447&N=197&Ntk=nelson%7C%7CP_EPI&Ntx=mode+matchallpartial

GRADING SYSTEM

1.	Two group cases (2 x 10%).....	20%
2.	Two individual/Team case written critiques (2 x 7.5%).....	15%
3.	Midterm.....	25%
4.	Final Examination.....	40%
TOTAL.....		100%

Group Case Assignments:

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 so as to identify key strategic issues and alternatives and recommend the coherent strategy. Maximum 10 pages (excluding cover, executive summary, appendix)

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>**. Late submission will not be accepted.

Individual/Team Case Assignments for written critique:

Similarly, there will be one individual case and one team (2 individuals) will be assigned for analysis and critique. Students will have to study the given cases and provide written critique on the effectiveness of the strategy adopted by the given organization considering the business situations and the environment factors. Maximum 5 pages (excluding cover, executive summary, appendix). Late submission will not be accepted.

Deferred Exam:

Any student unable to write the mid-term or final exam will have to inform in writing to the instructor and the undergraduate office giving the specific reason for the inability to write the exam. The request for the deferral of the exam will be considered based on the appropriate supporting documents.

SCHEDULE

Week	Topic	Chapter	Cases To be announced
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	
4	Business-Level Strategy.	4	Individual Case Assignment Critique
5	Competitive Rivalry and Competitive Dynamics.	5	
6	Corporate-Level Strategy.	6	Group Case Assignment
7	Reading Week – No Classes		
8	Alternative Strategic Vehicles for Diversification.	7 & 9	
	Chapters 1-6		Midterm
9	Blue Ocean Strategy.	Reading (1) Blue Ocean Strategy	
10	International Strategy.	8	
11	Organizational Structure.	11	Individual Case Assignment Critique
12	Performance Management and Controls.	Reading (2) Balanced Scorecard	
13	Strategic Control (ERM) and Corporate Governance	10 Reading (3) (coso.org)	Group Case Assignment

Required Reading:

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

(2) Kaplan & Cooper, Using the Balanced Scorecard as a Strategic Management System, HBR, Jan. 1996

(3) <https://www.coso.org/Documents/2014-2-10-COSO-Thought-Paper.pdf>

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 CULEARN.

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

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 any one 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, follower-ship 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.

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

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

Pregnancy 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: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

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 is 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: carleton.ca/sexual-violence-support

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. 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. 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 student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

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 hard 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 <http://carleton.ca/ccs/students/>
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