



Corporate Governance and Strategy (BUSI 3629)ⁱ Winter Session 2018

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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

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.....	20%
2.	Two individual case written critiques.....	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 3-4 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.

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>. Each group case assignment should be completed and submitted to the instructor in two weeks form the date it is assigned. Late submission will not be accepted.

Individual Case Assignments for written critique:

Similarly, two individual cases 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.

Each of these individual cases should be completed in two weeks after the date of the assignment. 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	Date	Topics	Chapter	Cases
1	Jan 8	Strategic Management and Strategic Competitiveness.	1	
2	Jan 15	The External Environment: Opportunities, Threats, Industry Competition and Competitor Analysis.	2	Group Case Assignment
3	Jan 22	The Internal Organization: Resources, Capabilities, Core Competencies and Competitive Advantages.	3	
4	Jan 29	Business-Level Strategy.	4	Individual case Assignment Submit Critique
5	Feb 5	Competitive Rivalry and Competitive Dynamics.	5	
6	Feb 12	Corporate-Level Strategy.	6	Group Case Assignment
7	Feb 19	READING WEEK/BREAK		
8	Feb 26	Diversification and Alternative Strategic Vehicles.	7 & 9	
	TBD	Mid-term Exam		
9	Mar 5	Blue Ocean Strategy.	Reading	
10	Mar 12	International Strategy.	8	Individual Case Assignment Submit Critique
11	Mar 19	Organizational Structure.	11	
12	Mar 26	Performance Management and Controls.	Reading	
13	Apr 02	Strategic Control (ERM) and Corporate Governance	10	
	TBD	Final Exam		

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

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, Accommodations, Etc.

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 Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with

Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your ***Letter of Accommodation*** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

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/>

¹ This course outline was prepared with the support of Dr. Hilary Becker, Associate Professor at Carleton University