



The
knowledge
to compete

Carleton University
Sprott School of Business
BUSI 3800 A
Fall 2017
Business Case Analysis

Instructor:

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Office Hours: By appointment

Details:

| Section | Day | Time | Location | CRN | Instructor |
|----------|-----|-------|----------|-------|-------------|
| A | M | 11:35 | CB2104 | 30647 | Riordan |
| Tutorial | M | 10:35 | CB2104 | ~ | Riordan/TAs |
| Tutorial | M | 2:35 | CB2104 | ~ | Riordan/TAs |

Tutorials: 1 hour/week REQUIRED. Can mix and match.

COURSE WEBSITE

cuLearn

PREREQUISITES:

Students must have third-year standing and must have achieved a minimum CGPA in the 7.0 range at the time of acceptance into the course.

The School of Business enforces all prerequisites. It is the student's responsibility to ensure that the prerequisite requirements are met. Failure to meet the prerequisites may result in your deregistration from this course at any time during the term.

CALENDAR COURSE DESCRIPTION

Analysis, solution and presentation of complex business issues through cases.

COURSE DESCRIPTION AND OBJECTIVES

This course will enumerate and develop the requisite skills for the rigorous analysis of business cases as well as the tools and skills to present recommendations, implementation plans, proposed metrics, and

information visualisation and risk identification/mitigation strategies emanating from the case analysis. Group team-building, collaboration and decision-making skills as well as individual critical thinking and presentation skills will be introduced and developed. An objective of this course is to enable the student to flourish in the team environment of the business case competition. While this objective is important, the knowledge and skills gained in this course can be leveraged to many other applications, both academic and professional.

LEARNING OUTCOMES

By the end of this class, students should be able to:

1. Identify the strategically available components of a business challenge or opportunity
2. Apply various analytical tools to such business challenges and opportunities
3. Formulate strategic approaches to such challenges and opportunities
4. Craft coherent presentations to elucidate said challenges and opportunities, and to recommend a defensible course of action for a firm to take in dealing with the challenge or opportunity
5. Work in a group under time pressure to accomplish 1-4, above

TEXTS/RESOURCES (\$ cost in (parens) following title (except for #1) is amazon.ca price June 29 2017):

- 1) ***Effective Case Analysis: Techniques for Success in Case-based Learning and Examination***, Alan J. Richardson, Captus Press, 2013, ISBN: 978-1-55322-280-4 (\$23.75 at Haven Books)
- 2) ***Understanding Michael Porter: The Essential Guide to Competition and Strategy***, Joan Magretta, Harvard Business Press, ISBN: 978-1422160596 (\$25.47)
- 3) ***An Illustrated book of bad arguments***, Ali Almossawi, The Experiment, ISBN: 978-1-61519-225-0 (\$17.96)

Total cost: ~\$85.00 (less if you buy Kindle editions of those available in that format, but they can't be resold). This includes the purchase of five (5) cases for analysis and presentation as assignments. This cost must be paid to the school. Arrangements will be announced in class.

DELIVERABLES:

1. Main Case – solve a traditional business case over a two-week period, craft a 20-minute presentation, deliver that presentation to a panel of judges and answer 10 minutes of questions
2. Main Shadow – solve a traditional business case over a two-week period, prepare questions and act as judging panel for a Main Case team, providing 10 minutes of cogent questions; submit a paper on your own solution to the case
3. Short Cases – solve a short business case over a one-week period, prepare and deliver a 10-minute presentation (no questions)
4. In-class test – Read *Effective Case Analysis* and sit for a one-hour test in week 3; must achieve a grade of 60% on the test
5. Strategy paper – a printed, 16-page document featuring an executive summary, one page for each of 10 tools from the Case textbook and from class study, a SWOT, Gap, Stakeholders, Ansoff's and a recommendation for the in-class case (Sears Canada) – returned within two weeks of submission
6. Individual presentations (two – one of which is graded) wherein you are given a list of four random words and you need to craft a coherent story out of those words and give either a one-minute (week 1) or a two-minute (week 12) presentation to your tutorial group
7. Lightening presentation – you choose one of the 50 or so books I will bring to class in week 2, read the book and craft a four-minute PowerPoint presentation on the book wherein the slides auto-advance every 15 seconds – thus you have 16 slides and 4 minutes to tell your story

EVALUATION:**(I)**ndividual 50% / **(G)**roup 50%

| Component | Weight % |
|---|------------|
| (G) Main Case (schedule TBA – final 2 weeks of class) | 20 |
| (G) Main Shadow Case (schedule TBA – final 2 weeks of class) | 15 |
| (G) Short Cases X 2 (schedule TBA – weeks 2, 4-9) (7.5% each) | 15 |
| (I) In-class Test (Week 3 - Sept 25) | 20 |
| (I) Strategy for in-class case (Week 6 – Oct 31) | 10 |
| (I) Individual Presentations (2) (first and last class) | 5 |
| (I) Lightening presentation (week 10 – Nov 27) | 15 |
| Total | 100 |

In-class events, group and individual

You are expected to be in class and ready to go for both individual and group assignments. If you cannot attend at a scheduled event you **MUST**:

- 1) Alert your team members to your absence as early as feasible
- 2) Alert instructor via email or text message as early as feasible
- 3) Make arrangements with your team such that they are not compromised (if a team event). Teams are expected to continue even in the absence of a team member. I want to be very clear on this. If there's only one person not sick, it's a go! If everyone is sick, then, well, we'll have to talk, but it will be in the Dean's office...
- 4) You must, if you miss a scheduled event, obtain a Carleton University approved medical certificate (see below) and bring the original (which you must keep for your records) to show to your instructor, as well as a copy for your instructor's records at the earliest possible time.
- 5) All group activities are Peer Evaluated. Your individual grade for group activities will be adjusted based on the results of the peer eval. You must evaluate yourself and your team members on a scale of 6-10. The average of the peer evals, expressed as a proportion (i.e., ranging from .6 to 1.0) will be used to weight your group grades. **Note that 50% of your grade is determined by group activities.**

Class Schedule – *NOTE December 8 is last class. This is a FRIDAY!

| Date | Wk # | Tutorial | Notes | Due | Content |
|-----------|------|-----------|---------------------------------|-------------------------|------------|
| Se 11 | 1 | Dance | 1 min to random words (no mark) | | Lecture |
| Se 18 | 2 | TBA | TBA | Receive Lightening book | Lecture |
| Se 25 | 3 | TBA | TBA | | Lecture |
| Oc 2 | 4 | TBA | TBA | | Lecture |
| Oc 9 | ~ | No Class | Thanksgiving | | ~ |
| Oc 16 | 5 | TBA | TBA | | Lecture |
| Oc 23 | ~ | No class | Reading Week | | |
| Oc 30 | 6 | TBA | TBA | Strategy paper due | Lecture |
| No 6 | 7 | Lightning | Lightening | Lightening | Lightening |
| No 13 | 8 | Test | In-class test | | |
| No 20 | 9 | TBA | TBA | | Lecture |
| No 27 | 10 | TBA | TBA | | Main Cases |
| De 4 | 11 | TBA | TBA | | Main Cases |
| *Fri De 8 | 12 | Dance | 2 min to random words (5 marks) | | Main Cases |

For medical issues, **you must show the ORIGINAL medical certificate to your instructor, and provide a photocopy for administrative records.** For other rare circumstances, your instructor will decide *ad hoc* what constitutes reasonable and appropriate documentation.

Credit for BUSI 3800

In order to receive credit for BUSI 3800, you must meet the requirements for satisfactory in-term performance (as specified below).

The requirement for **satisfactory in-term performance** consists of the following criteria:

- 1) You must have been present for and have completed the individual presentation (dance)
- 2) You must have reimbursed the school for your Ivey cases
- 3) You must have presented the Lightening Presentation
- 4) You must have returned the Lightening book(s) to me
- 5) You must have participated in at least three of the four team case and shadow assignments (participated means materially contributed to the analysis and solution AND participated in the presentation), regardless of health issues. You can be sick, but only once....
- 6) You must have completed the Peer Evaluation (details in class)
- 7) You must write and achieve 60% on the in-class test in week 3

Unsatisfactory in-term performance in this course will lead to a grade of F.

Please check the University's important dates & deadlines (<http://calendar.carleton.ca/undergrad/undergraduniversity/academicyear/>) for information on this term's start and end dates, holidays and drop deadlines.

COURSE SHARING WEBSITES

A number of course sharing websites, such as *Course Hero* among others, have recently emerged which facilitate students in posting course material, including exams, for others to freely share. While I cannot prevent you from engaging in this activity (it is anything but heroic), please let me remind you of the following:

Classroom teaching and learning activities, including lectures, discussions, presentations, etc., by both instructors and students, are **copy protected and remain the intellectual property (IP) of their respective author(s) and you may not record them on any media for any purpose without the written consent of the presenter(s)**. All course materials, including slide presentations in any format, outlines, online textbooks, tutorial materials, case studies, assignments and their documentation and anything else that happens around BUSI 3800 are also **protected by copyright and remain the intellectual property of their respective author(s)**. You are permitted to use them for *personal* study purposes only.

To be perfectly clear:

Students registered in this course may take notes and make copies of course materials for their own educational use only. You may not amass and share banks of test questions, assignments, or any other examinable material for sharing in any format. You do not have permission to reproduce or distribute questions, lecture notes or any other course material publicly or privately for commercial or non-commercial purposes without the written consent of the copyright holder(s). In all cases, that includes Professor Robert Riordan.

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*).

The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the **December 2017 exam period is November 10, 2017.**

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: <http://carleton.ca/studentaffairs/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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