



**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 4609 E
WINTER 2019
STRATEGIC MANAGEMENT**

Instructor: Professor Patrick Callery
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Office Hours: By appointment
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TA: TBD
Office Hours:
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Class schedule: Wednesdays, 8:35 – 11:25am

Textbook: Hitt, Ireland & Hoskisson
Strategic Management: Concepts: Competitiveness and
Globalization, 12th edition, paperback (2016), Cengage Learning
ISBN: 978-1305502208
(Note: “Concepts and Cases” version is not required)

Pre-requisites: Fourth-year standing in all B.Com. and successful completion of all 2000- and 3000- level courses in the Major requirement. Note that B.Com. concentration in International Business students require BUSI 4709.

Precluded Courses: Precludes additional credit for BUSI 4709.

Course Calendar description from the 2018/2019 University calendar:

Analysis and evaluation of the organization's corporate and business strategies; integration and synthesis of knowledge acquired in the program by application of acquired functional skills to strategic decision making.

COURSE DESCRIPTION AND REQUIREMENTS

Strategic Management is the Sprott School of Business's capstone course. Completed in the final (4th) year of study in the undergraduate program, this course focuses on strategy making in for-profit business corporations. Students are expected to identify and evaluate opportunities and threats in light of a selected firm's strengths and weaknesses in its value chain in order to develop and maintain a sustainable competitive advantage by creating value for its customers. Emphasis is on corporate and business-level strategic analysis, strategy formulation, and implementation which enhances value creation for stakeholders and potentially leads to higher market share and profitability. The course serves to integrate and synthesize knowledge acquired in the functional disciplines of the business school curriculum by application of acquired functional skills to corporate and business strategic analysis.

Students are required to carry out extensive empirical business research for this course using multiple government (e.g., Statistics Canada, US Census Bureau, International Monetary Fund) and private databases (e.g., Bloomberg, Mergent, Factiva, and Business Source Premier). Students must select an approved, publicly-traded, for-profit business firm; research the firm; perform a rigorous strategic analysis; and develop and present a strategy for the firm.

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. To integrate the functional knowledge acquired in past business courses by applying those functional skills to analyze 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 applied business research and presentation skills.
5. Apply theoretical concepts to develop innovative, practical business solutions.
6. Develop an understanding of the cross-functional and interdependent nature of strategic business decisions.

Course Requirements and Student Deliverables:

This is an extremely demanding course. You are required to complete extensive applied empirical business research for this course. You must select a for-profit business firm, research the firm and develop a strategic analysis in conjunction with a team of your fellow students. Assignments, presentations or final reports that do not include substantial data and metrics will receive lower grades – including failure.

Student Deliverables

To obtain a passing grade for the course, all students must complete the following deliverables:

1. Group Assignment 1 (due in Week 4): external / environmental analysis
2. Group Assignment 2 (due in Week 6): internal / value chain analysis
3. Group Assignment 3 (due in Week 8): corporate and business strategy
4. Final Exam (administered in class during Week 9)
5. Final Group Presentation (delivered sometime during Weeks 10-13)
6. Final Group Project Report (due one week after group presentation)
7. Individual Executive Summary (due one week after group presentation)
8. Peer Evaluations (due two days after final group project report)

Assignments: Each group will research, write and submit three assignments each worth 5% of your overall course grade. The three assignments collectively represent the first draft of your final research report. Detailed assignment requirements will be posted to cuLearn.

Presentation: Each group will deliver a verbal presentation – with each group member participating – to the class based on the research embodied in the first three group assignments. Three group presentations will be delivered during each class for weeks 10 to 13 of the semester for a total of 12 available presentation time slots. Groups will schedule presentation dates during the first week of class (details will be provided before the semester begins). The presentation shall be 30-35 minutes long. There will be a deduction for overtime presentations. The assigned grade will be based on the quality, effectiveness, and professionalism of the presentation. Failure to deliver the presentation will result in an automatic failure of the course. No extensions or schedule changes will be accommodated.

Final exam: A multiple choice examination will be given in the normal class period during Week 9 of the semester. The final exam will include questions pertaining to all aspects of strategy discussed during class lectures, whether or not found in the text. Students may find the final exam very difficult if classes are missed or if the textbook and other assigned readings have only been skimmed.

Final report: The final written capstone project report must be submitted (upload to cuLearn) to the professor seven (7) days after the verbal presentation. The final report will consist of final, improved versions of the original three assignments. You are not required to provide a printed copy. There is no formal requirement for length of the report; your task is to fulfill all deliverables in as much detail as necessary to make your point, but to strive for conciseness by avoiding superfluous data and unnecessary commentary.

Individual executive summary: Each group member is separately responsible for preparing and submitting a two-page (double-spaced) executive summary to the final group report, due at the same time as the report. Naturally, I expect team members to

work together on the content of the report and discuss together what makes an effective executive summary. However, the actual written executive summary must be solely individual work and be written in your own voice. Two team members that submit substantially the same executive summary text will be marked down accordingly.

Peer evaluations: The group research project represents a substantial amount of work and, since all team members receive the same project grade, team members are expected to contribute roughly equally to the team effort. Each student is requested to evaluate the relative contributions of their team members to the overall group project (assignments, presentation, final report) over the course of the semester. Responses will be solicited, confidentially, via private survey on cuLearn. Responses are due within two days (48 hours) after the final group project report is due.

Attendance and participation: Students are encouraged to actively participate in all classes by being adequately prepared (i.e. having attentively read the text chapters and any assigned articles). The final exam will include questions pertaining to all aspects of strategy discussed during the class, whether or not found in the text. Students will find the final exam very difficult if classes are missed or if the readings have only been skimmed.

Grading policy:

Final course grades are weighted by assignment as follows:

Three group assignments @ 5% each	15%
Verbal group project presentation	10%
Final group project written report	30%
Final examination	35%
<u>Individual contributions and executive summary</u>	<u>10%</u>
TOTAL	100%

Late assignments: The only valid excuse for missing a deadline is for medical reasons or death in the family and must be documented with a medical certificate. Any other reason (such as travel, etc...) will not be considered. In such circumstances, separate arrangements can be made. If you miss a deadline for a reason that is not deemed as legitimate, your mark will be zero.

Automatic failure: Failure to write the final exam, or failure to submit the final report and presentation slides, will result in an automatic failure of the course (an "F" grade) and an FND grade (in case of missed Final exam or project).

Grade changes: Informal requests for grade increases are always denied unless there has been a mathematical error. All student deliverables (i.e., exam, assignments, presentation slides and final report) are retained for one year. The student may file an appeal of the final grade pursuant to university regulations. I provide all documentation to the Appeal Committee.

APPLIED STRATEGY RESEARCH PROJECT

This is an extremely demanding course. Students are required to complete an extensive applied empirical business research project for this course. Students will form groups of four or five, select a company, research the company and its competitive environment, and develop a strategic analysis. The following overview serves as an introduction to the project and covers these topics:

- Library research services
- Group selection guidelines
- Company selection guidelines
- Feedback and communication with professor

Library Research Services

The Carleton University MacOdrum Library has prepared an intensive tutorial for the second week of class. Attendance at this class is a mandatory requirement for this course as without this training, it will be nearly impossible for you to do the required research and you will not be able to fulfill your obligations to your project team. This compulsory class provides an excellent overview of the significant electronic database resources available as part of your tuition fees. Students are strongly encouraged to review the BUSI 4609 course guide prior to this class, available at the Library website:

<http://www.library.carleton.ca/research/course-guides/busi-4609>

The volume of information available will easily overwhelm the uninitiated student. The library course guide and tutorial cover several of the databases available to support your research and will guide you toward those resources most likely to be useful to your research.

You are also expected to read recent business media articles from reputable international newspapers, e.g. Financial Post, Wall Street Journal, Financial Times, Reuters, Bloomberg, Globe and Mail, Economist, New York Times, Washington Post, concerning economic, political, technological trends, the firm, competitors and the industry you select. Avoid news sources with possible ideological biases that influence their reporting.

You are strongly discouraged from using data from advocacy groups, unions, or business associations as they are not neutral but rather advocacy groups trying to persuade the public and decision makers of their positions. Consequently, their data is often unreliable as it may be skewed to support their positions. Information from data aggregators like IBIS World and Marketline is helpful for getting ideas but you are expected to go to the actual sources of the information they collect and use these as your sources. Wikipedia is also not an acceptable source for data. Be aware that company produced information may not be neutral – be careful to ensure that your paper does not read like an advertisement for the firm under discussion. Every section of your assignments, presentation and final report must include metrics and empirical normalized data to support what you are arguing throughout (this includes the referencing of all charts and graphs by using footnotes - there is a function for doing this in Microsoft Word under the reference tab).

Group Selection Guidelines

The Sprott School of Business encourages group assignments in the school for several reasons. 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.

Students will self-organize themselves into groups of five (5) maximum. Groups will be finalized during the first week lecture period; it is highly recommended that you organize your team prior to lecture. Each student should keep working records and estimated time spent on his/her research and contribution to the team project.

Each term, some groups experience conflict concerning the relative contribution of each student. Try to resolve it amongst yourselves. You are about to enter the business or professional world where you are responsible for your own choices and decisions. I will be available on a limited basis to arbitrate conflicts, and the likely result of my participation will be splitting the group. Additionally, at the conclusion of the term all students will be asked to evaluate the relative contributions of their teammates; I will take these peer evaluations into consideration when formulating your individual contribution score.

Company Selection Guidelines

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 preliminary research necessary to determine if sufficient information is available on the company. 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.

Firm selection must be authorized by the professor, mainly to ensure that two groups do not select the same business firm or an ineligible firm. Authorization by the professor is not a guarantee that there is sufficient information. Should it subsequently become apparent that there is insufficient information to adequately complete the assignments, it is the students' responsibility to select a new firm and obtain authorization to make the change. The students may change the selection of the business firm at any time prior to the due date of the first assignment but must receive the necessary approval.

Although a firm that the student has selected in another course is eligible for the capstone project, you are reminded it is a violation of academic plagiarism policy to submit substantially the same analysis for two courses.

Requirements and suggestions for firm selection:

- No two groups may select the same business firm in the same course section
- All firms analyzed by other groups for this course over the past 24 months are NOT eligible. A list of such ineligible firms will be posted to cuLearn.

- Firms must be publicly listed on a major Canadian or United States stock exchange (i.e., TSX, NYSE, NASDAQ) for at least the past three years, with a minimum of four years financial statements available
- Government departments, agencies & crown corporations are NOT eligible
- Not-for-profit organizations (NGOs) are NOT eligible for selection
- Bankrupt, delisted firms, privately held firms are NOT eligible
- Firms analyzed in other previous courses by a student is eligible – provided that the student discloses this information to the professor in writing in the first assignment
- 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)
- Avoid large, multinational conglomerates (e.g., General Electric), as they are likely too complex
- Avoid firms doing substantial business around the world (e.g., McDonalds, Starbucks), as they are likely too complex
- Avoid very small firms (e.g., less than 500 employees), due to insufficient information

Assignment and Final Report Formatting Guide

All assignments must be submitted by file upload to the cuLearn course site. Paper copies will not be accepted. I will provide feedback via embedded comments directly in the file. To make everyone's life easier, all assignments must meet the following general formatting:

- File format: Microsoft Word (.docx) is strongly recommended, especially for the first three assignments, for ease of embedding feedback and comments. pdf files are OK, but comments are much more cumbersome.
- Font: 12pt basic fonts (e.g., Arial, Calibri, Times New Roman). Do not use “fancy” embellished fonts.
- Line spacing: at least 1.5 line spacing for body text and blank line between paragraphs and sections.
- Margins: 1 inch all around
- Pagination: place page numbers in the lower margin (footer)

Each written assignment should include the following items:

- Cover Page: Include the name of the firm being analyzed, assignment number, and names of all group members (do not include student numbers)
- Declaration of Academic Integrity: Example included below. Reminder that all group members must sign to obtain a grade on the assignment. It can be placed at the back of the assignment.
- Executive summary: a one-page executive summary precedes each of the three assignments, written by the group and placed before the TOC. For the final project, a one-page (single-spaced) individual executive summary is required from each team member and shall be submitted separately (i.e., don't include in

- the final group report). All the summaries must be written in paragraph form (i.e., no bullet lists).
- Table of Contents (TOC): Required for each assignment and the final report. Include major captions and subheadings and of course page numbers. This follows the executive summary. This becomes much easier if you use Microsoft Word's pre-installed heading styles.
 - Section headings: highly recommend you use Microsoft Word's pre-installed section headings (to simplify your TOC construction). Please use outline numbered headings (i.e., section 1, subsections 1.1 and 1.2, etc.)
 - Bibliography: Complete details for all sources using Chicago style (review a good explanation on the library home page) or other recognized format, including specifics on web material and date accessed - date accessed must also be included in the footnotes for all web sources. Bibliography must be in alphabetic order. Note that Microsoft Word also has powerful features to make your source reference management substantially easier.
 - Footnotes: References (same criteria as bibliography) must be included. Do not use endnotes or in text citations. The accuracy of all footnotes and references should also be verified. Cite ALL sources including those from the internet (with date accessed). You should have many pages of references when your project is completed.
 - Graphics: you are expected to insert all graphics (figures and tables of statistics) directly in the text and not in appendices (detailed company financial statements excluded). Provide source information for ALL graphics. Graphics should NOT be split over a page break; most word processing software includes formatting options to keep all table rows on the same page. Whether you submit a pdf or docx file, please do a thorough formatting review before submitting to ensure that your embedded graphics appear as intended.
 - File size: when pasting in graphical image files, please take care to ensure to format the image to consume minimal disk space at the desired level of resolution. Profligate use of high-resolution image files will make your file slow and unwieldy.
 - Quotations format: direct quotations may usually be cited inline using quotation marks. When citing a direct quotation of more than 2 lines, single-space and indent at both right and left margins, but do not use quotation marks.

Grammar and language suggestions:

- Text editing: please do more than just run spell check – ensure correct grammar, syntax, and sentence structure is appropriate for a business document (i.e., avoid colloquialisms, identify any acronyms the first time they are used in the text, integrate the members' writing styles to achieve coherence by a thorough editing). Papers that are poorly written are challenging to understand and will not receive an "A" grade regardless of the content. One of the most common complaints made by business people is that many university graduates write poorly. Remember that your credibility is reduced when you present an unprofessional report. In the business world, a poorly edited paper would likely not be taken seriously and may not even get a full reading.

- Please proof read carefully. If writing is not your strength, please take advantage of the resources offered through the university or enlist someone's help to edit your paper.
- One person should be assigned the role of editor and that person should ensure that the sections completed by the individuals in the group, are integrated into a seamless web so that the entire report is consistent.
- Grammatical errors will be noted and it is up to the group to make changes before handing in the final paper.
- Colloquialisms are generally acceptable in speech but not in a written report, e.g., don't write "company was burned", "executive was fired"
- Don't use superfluous adverbs, e.g., "perfectly clear"
- Don't use superfluous adjectives, e.g., "terrible incomprehension", "phenomenal advantages", "blatant inequity", "very dependent", "drastically reduced"
- Use the simple past tense, e.g., write "the firm went through" instead of "the firm has already been through"
- Avoid lazy phrases and clichés e.g. "at this point in time", "it should be noted", "we wish to point out", "as you may know", "more and more"
- Only use last names – not first names – of company executives
- Do not use the word "feel"; analysts think, believe, judge, determine, decide, ascertain, resolve, assume, infer, deduce, conclude, are of the opinion, but never "feel"

Communication with Professor

I do not hold fixed office hours, though I hope you will find me highly accessible. The preferred mode of initial contact on any matter is email. I will make myself available for in-person discussions at my office or online (e.g., Skype, IM) as needs dictate. I provide a high level of support for this course, but I may take up to 24 hours to respond to you on the weekdays and 48 hours on the weekend.

Please use a professional tone and format when writing emails. If anything, this should be an opportunity to develop your professional email communication skills, which will be highly valuable as you embark on your careers.

Please use your MyCarleton (Connect) account to email me and indicate your project number every time you email me – I am concurrently reviewing as many as 36 group projects and it is challenging to keep track of who is doing what project. It is Carleton University policy that the university may only contact you through your Connect account. If you have not yet done so please activate your account immediately at: <http://apps.carleton.ca/ccs/acct/student/account.asp> and check it regularly please as I do use email to communicate with the class. I may send out periodic class emails using cuLearn.

COURSE CALENDAR

Class meets weekly on Wednesdays (8:35am—11:25am) in Southam Hall room 415, except week 2 which meets in the MacOdrum Library room 252. Each class session includes a midway break of roughly 10 minutes.

BUSI 4609 E (Wednesday) Class Schedule

Week	Date	Content and Assignments
1	Jan 9	Review syllabus Form project groups, select companies, schedule presentations Lecture: Introduction to Strategy
2	Jan 16	Read: https://library.carleton.ca/research/course-guides/busi-4609 Lecture: library business and statistics database tutorial Class meets in Library room 252 ATTENDANCE MANDATORY
3	Jan 23	Read: HIH chapters 1-2 Lecture: The External Environment Review Assignment 1 deliverables
4	Jan 30	Read: HIH chapter 3 Lecture: The Internal Environment and Value Chain DUE: ASSIGNMENT 1 (upload to cuLearn before class)
5	Feb 6	Read: HIH chapters 6-9 Lecture: Corporate Strategy Review Assignment 2 deliverables
6	Feb 13	Read: HIH chapters 4-5 Lecture: Business Strategy Review Assignment 3 deliverables DUE: ASSIGNMENT 2 (upload to cuLearn before class)
7	Feb 20	Winter break – no class
8	Feb 27	Review assignments, presentation and final report requirements Final exam review session DUE: ASSIGNMENT 3 (upload to cuLearn before class)
9	Mar 6	Final Exam (in class)
10	Mar 13	Group presentations (slots 1-3)
11	Mar 20	Group presentations (slots 4-6) DUE: FINAL WRITTEN REPORT (slots 1-3)
12	Mar 27	Group presentations (slots 7-9) DUE: FINAL WRITTEN REPORT (slots 4-6)
13	Apr 3	Group presentations (slots 10-12) DUE: FINAL WRITTEN REPORT (slots 7-9)
14	Apr 10	No class DUE: FINAL WRITTEN REPORT (slots 10-12)

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.

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:

<http://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/>
