



Carleton
University

Sprott
School of Business

CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 4609 H
WINTER 2022
STRATEGIC MANAGEMENT

Instructor: Asif Ali Rahman, Ph.D.

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Office Hours: By Appointment

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Phone Number: (306) 537-2481

Course Schedule: January 10, 2022 to April 12, 2022

Class: Wednesday (2:35 PM – 5:25 PM Mackenzie Building 4499)

Modality: In Person

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 BUS I3629, BUSI 4709

Course Calendar description from the 2021/2022 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.

Textbook: Michael A. Hitt, R. Duane Ireland and Robert E. Hoskisson, Mindtap, 13th Edition. ISBN: 1337916757



COURSE DESCRIPTION AND REQUIREMENTS

Strategic Management is the Spratt 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, Federal Reserve, Bank of Canada) 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 comparative empirical strategic analysis; and develop and present Corporate and Business strategies 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 skills using primary data sources eg Stats Canada and enhance presentation skills.
5. 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 empirical data and comparative metrics from reliable sources will receive reduced grades – including failure.

Student Deliverables

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

1. Group Assignment 1: external environmental analysis
2. Group Assignment 2: internal value chain and competitive analysis
3. Group Assignment 3: corporate and business-functional strategies
4. Final Individual CLOSED BOOK Exam (in class)
5. Final Group Presentation BUT individual grade (delivered during Weeks 9-13)
6. Final Group Project Report (due one week after date of group presentation)

Assignments: Each group will research, write, and submit three assignments each worth 5% of your overall course grade. Each section must be labelled with the name of the person who authored it. The three assignments collectively represent the first draft of your final research report. Each assignment must be uploaded to Brightspace. Detailed assignment requirements will be posted to Brightspace

Presentation: The presentation represents the second draft of your strategic analysis of the firm. Every slide must indicate the name of the student who authored that slide. All charts and graphs must be sourced just below each one.

Final report: The final written capstone project report must be uploaded to Brightspace seven (7) days after the verbal presentation. The final report will consist of final, REVISED versions of the original three assignments and the presentation. You are not required to provide a printed copy. The final report represents the third and final draft of your strategic analysis of the firm. There is a group grade for the final report AND a separate individual grade for the final report. Each section and subsection (i.e. each PEST factor, each of the 5 forces, individual VC activities, 3 dimensions of corporate strategy, business strategy and each functional area etc.) must be labelled with the name of the person who authored it. It is essential that you include author's names in the headings of each section and sub-section so that this will be included in the table of contents as well.

Final exam: A multiple choice examination will be given in class. The final exam will be based on key strategic concepts from the course textbook. Students may find the final exam very difficult if classes are missed – as the key strategic concepts are reviewed each week – which is the basis of the exam. IF the exam is missed due to illness or emergency, the student must apply with documentation to Registrar's to write in the official Deferred Exam Period in the following term (typically end of May for Winter term).

Student Deliverables

Final course grades are weighted by assignment as follows:

Three group assignments @ 5% each	15%
Verbal group presentation - individual grade	10%
Final group report – group grade	20%
Final group report – individual grade	20%
Final individual closed book examination	35%
TOTAL	100%

NOTE:

Final Grade: Group component - 35%

Final Grade: Individual component - 65%

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). **No private requests for deliverable substitutes are permitted.**

Grade changes: Informal requests for grade increases are always denied. 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 MAXIMUM, select a publicly traded company on the US or the Toronto stock exchanges, 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.

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 help you access 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. Globe and Mail, Financial Post, Wall Street Journal, Reuters, Bloomberg, Economist, New York Times, concerning economic, political, technological trends, the firm, competitors and the industry you select.

You are strongly discouraged from using data from advocacy groups, unions, or business associations as they are not neutral but rather advocacy groups (lobbyists) 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 Statista, IBIS World and Marketline is strongly discouraged as you are expected to go to the actual sources of the information they collect and use these as your sources eg Stats Canada, US BEA, FRED. Wikipedia is also not an acceptable source for data.

Every section of your assignments, presentation and final report must include metrics and empirical comparative normalized data to support what you are arguing throughout (this includes the referencing of all charts and graphs by using footnotes).

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 four (4) maximum. Groups will be finalized during the first class; it is highly recommended that you organize your team prior to start of term. 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.

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, 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 that 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
- Any firms analyzed by other groups for 4609 over the past 24 months are NOT eligible. A list of such ineligible firms will be posted to Brightspace.
- 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., Google, Apple, Facebook, Disney), as they are too complex
- Avoid firms doing substantial business around the world (e.g., Exxon, BP, Shell, McDonalds, Starbucks), as they are too complex
- Avoid very small firms (e.g., less than 1000 employees), as insufficient information to complete a full strategic analysis

Data Reliability

You will be required to use data that is reliable. Therefore, you MUST use the audited annual report of the publicly traded company selected. You will also use data produced by government departments and agencies such as Stats Canada or the US Census Bureau, or US Federal Reserve FRED or US Department of Energy or Transport Canada. You will also use data produced by International Governmental Organizations (IGOs) such as the OECD, IMF, WTO, IEA, FAO, ICAO.

You will also use published reports by the international accounting and consulting firms eg Deloitte, McKinsey, BCG, Mercer, Gartner.

You will also use the “quality business media” such as Wall Street Journal, Reuters, Bloomberg, Globe ROB, New York Times, Financial Times

Data Normalization and Comparison

Strategic analysis involves substantial sustained **COMPARISON** of data that **MUST be normalized to allow accurate comparability**. For example, an analyst does not compare actual GDP of the US to actual Canadian GDP because US GDP is much larger as the US population is much larger. Instead, we compare GDP per capita to normalize the data and allow comparison that controls for size differences. Ratios and per capita numbers are normalized metrics.

Assignment and Final Report Formatting Guide

All assignments must include:

- File format: Microsoft Word (.docx) is required.
- Font: 12pt basic Times New Roman). Do not use “fancy” embellished fonts.
- Double spacing.
- Margins: 1 inch all around
- Pagination: place page numbers in the upper right margin (header)

Each written assignment should include the following items:

- Cover Page: Include the name of the firm being analyzed, assignment number, and names and student numbers of all group members.
- 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, written by the group and placed before the TOC. 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.
- Bibliography: Complete details for all sources using APA 7th Ed. (review a good explanation on the library home page). Bibliography must be in alphabetic order. Note that Microsoft Word also has powerful features to make your source reference management substantially easier. Otherwise, you can also use referencing software such as Endnote, Mendeley, and Zotero etc.
- Footnotes: References (same criteria as bibliography) must be included. Proper in-text citations and Bibliography should be used. Cite ALL sources including those from the internet (with date accessed).
- Graphics: you are expected to insert all graphics (figures and tables of statistics) directly in the text and not in appendices (only normalized company and direct

competitor income statements and balance sheets for last 3 years are to be placed in appendices). Provide source information for ALL graphics. Graphics should NOT be split over a page break. 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.
- Quotations format: direct quotations may usually be cited inline using double quotation marks with page number. 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).
- Please proof read carefully. 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.
- Colloquialisms are generally acceptable in speech but not in a written report, e.g., don't write "company was burned", "executive was fried"
- 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 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 online (e.g., Skype, IM) or by phone. I provide a high level of support for this course.

Please use your MyCarleton (Connect) account to email me and indicate your project number every time you email me. It is Carleton University policy that the university may only contact you through your Connect account. I send out periodic class emails using Brightspace.

COURSE CALENDAR

Class meets weekly on Wednesday 2:35PM—5:25PM) In-Person.

BUSI 4609 G (Tuesday) Class Schedule

Week	Date	Content and Assignments
1	Jan. 12	Review syllabus and course expectations Review STUDENT GROUPS Lecture: Introduction to Strategy
2	Jan. 19	Subject: library business and statistics database tutorial Read: https://library.carleton.ca/research/course-guides/busi-4609 Class meets In-Person ATTENDANCE MANDATORY
3	Jan. 26	Subject: External Environment: Macro & Industry Structural analysis Read: HIH chapters 1-2 Review A#1 requirements
4	Feb. 2	Subject: Internal Environment - Value Creation Chain & Competitor Analysis Read: HIH chapter 3 DUE: ASSIGNMENT #1
5	Feb. 9	Subject: Intro to Corporate Strategy Read: HIH chapters 6-9 Return A#1 to students Review A#2 requirements
6	Feb. 16	Subject: Business Strategy Read: HIH chapters 4-5 DUE: ASSIGNMENT # 2
	Feb. 22-25	Winter Break
7	Mar. 2	Subject: Corporate Strategy – Geographic Diversification Return A#2 to students Review A#3 requirements
8	Mar. 9	FINAL Exam (in class) DUE: ASSIGNMENT #3
9	Mar. 16	Group presentations (slots 1-3)
10	Mar. 23	Group presentations (slots 4-6)
11	Mar. 30	Group presentations (slots 7-9)
12	Apr. 6	Group presentations (slots 10-12)

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

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
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 team environments that respect the experience, expertise and interest of all members.</i>			x	
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
B15 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).

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 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:

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 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: 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.

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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