



Carleton
University

Sprett
School of Business

Corporate Governance and Strategy
BUSI 3629 R
Winter 2023

INSTRUCTOR: Hilary Becker, Ph.D., CPA, CGA
Office: 6032 NI, Tel. 520-2600, Ext. 3717
Office Hours: Wednesday 17:00 – 18:00
E-mail: hilary_becker@carleton.ca and via Brightspace
CU Learn: <http://Brightspace.carleton.ca>

COURSE TIME/LOCATION: Online: The course will follow a Wednesday schedule starting January 11.

Modality: Online _12_ hours synchronous (*weekly online sessions*)*
24 hours asynchronous (*course material*)

* weekly sessions will consist of week review, case discussions (These will be taped and posted to Brightspace for those that cannot make it).

COURSE CALENDAR DESCRIPITON 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 BUSI1001 and BUSI1002, or equivalents. No credit in B.Com. or B.I.B.

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 the 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 (2020). *Strategic Management: Concepts: Canadian Custom 13th Edition*, 13th Edition, Cengage Learning.

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ISBN-13: 978-0-17-678602-1

https://www.nelsonbrain.com/shop/isbn/9780357033838?urlLangId=-1&urlRequestType=Base&top_category=&partNumber=9780357033838&errorViewName=ProductDisplayErrorView&categoryId=&parent_category_rn=&cid=APL1

GRADING SYSTEM

1.	One group case	10%
2.	One individual case written critiques	10%
3.	One Group Project.....	25%
3.	Quizzes (3).....	20%
4.	Final Examination.....	35%
TOTAL		100%

Group Case Assignments: (Group Selection by January 25 – Assigned Afterwards)

Students will be assigned two cases to work in group comprising of 4-5 students. Instructor will select the students randomly to form the group and it will be communicated accordingly. In the group case assignments, students are expected to analyze the given cases qualitatively and

quantitatively 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.ca/wp-content/files/Group-Work-Resources.pdf>. The group case assignment is limited to 10 pages. Late submission will not be accepted.

Individual Case written critique:

The individual and group critiques provide an opportunity to evaluate the fundamental issues involved in cases. Consider yourself as a consultant hired by the company to resolve an issue(s).

The critique should follow the three components outlined below:

- i) Identify the core problem(s) associated with the case (2-3 fundamental issues that the case is dealing with).
- ii) For each, analyze, using strategic tools, and develop options to deal with the problem identified (summarize findings).
- iii) Provide a recommended solution and implementation timeline to the fundamental problem(s) identified in part i).

Individual Critique: 5 pages (max) + appendices (if needed). Late submission will not be accepted.

Group Project

Each group will use the material from the course to analyze the industry, competitors and strategy of an organization. More information on the specifics will be provided in Brightspace. Group reports will be limited to 20 pages + appendices if needed.

Eligibility of Firm for Capstone Group Project

no 2 groups may select the same business firm

- firms which group members have analysed in other courses are NOT eligible
- you are reminded it is a violation of academic plagiarism policy to submit substantially the same analysis used for multiple courses
- a limited number of firms within the same industry will be accepted
- the firm must currently be publicly listed (i.e. TSX, NYSE, NASDAQ) and have at least 3 years of comparable market/financial performance statistics publicly available
 - government departments, agencies & crown corporations are NOT eligible
 - not-for-profit organizations (NGOs) are NOT eligible for selection
 - bankrupt, delisted firms or privately held firms are NOT eligible
 - firms with concentrated ownership or whose shares seldom trade are NOT eligible
- a firm that has announced major restructuring since its last financial statements; has filed for Chapter 11 reorganization; or is involved in a major M&A that will preclude strategic choices; is NOT eligible
- 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)
- it is the group's responsibility to ensure that there is sufficient information to complete all the required analyses for the report. Particular attention should be given to ensuring the availability of competitor information to perform industry analyses.

- selecting a firm of interest to the group is encouraged. While the selected firm does not have to be “best in class”, there are greater strategic options available to financially successful firms than those whose futures are in jeopardy.

Company/Firm Selection Policy

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 research necessary to determine if sufficient information is available. 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. Authorization by the professor is to ensure that two groups do not select the same business firm or an ineligible firm, or to avoid an over-concentration in a particular industry or overlap with case studies. Should it subsequently become apparent that there is insufficient information to adequately complete the assignments, it is the students' responsibility to change firms and obtain authorization of the new firm.

Authorization by the professor is not a guarantee that there is sufficient information. Each student is responsible for selecting his/her partners and the business firm to be analyzed, having ensured the adequacy of information available to complete the required comprehensive strategic analysis.

For ideas concerning the selection of a firm, you may wish to examine:

NYSE listed firms: <http://www.nyse.com/about/listed/listed.html>

NASDAQ listed firms: <http://www.nasdaq.com/asp/symbols.asp?exchange=Q>

Fortune Global 500: <http://money.cnn.com/magazines/fortune/global500/>

FT Global 500:

<http://news.ft.com/servlet/ContentServer?pagename=FT.com/Page/SpecialLevel1&cid=1020498280400/>

FT Companies by Region: <http://news.ft.com/companies>

Fortune 500: <http://money.cnn.com/magazines/fortune/fortune500/>

Forbes list of best companies: <http://www.forbes.com/lists/>

Business 2.0 Fastest Growing Technology firms:

<http://money.cnn.com/magazines/business2/b2fastestgrowing/>

Fast Company most innovative companies: <http://fcke.fastcompany.com/>

Industry Week 1000 largest mfg firms:

<http://www.industryweek.com/section.aspx?sectionid=40>

Industry Week 50 Best mfg firms:

<http://www.industryweek.com/section.aspx?sectionid=42>

Business Week Best 50 Performers:

http://www.businessweek.com/magazine/toc/05_14/B392705bw50.htm

Quizzes: There will be 3 quizzes covering the content of the course in Weeks 4, 9 and 12. These will be completed in brightspace and will cover topics from the textbook, lectures and videos. These must be completed by the due date. You will be given a window of time for the completion of each quiz. These are to be completed individually.

Final Examination. The final examination is comprehensive, covering the material of the entire course. For examination purposes, students are responsible for all material in the assigned readings, weekly videos and class materials, as well as for any additional material and interpretation provided by the instructor in class. Supplemental or grade-raising examinations are

not available in this course.

Requests for deferred final examinations must be directed to the Office of Registrar Services for assessment.

SCHEDULE: The course will follow a Wednesday Schedule.

Week	Topic	Chapter	Cases
1	Strategic Management and Strategic Competitiveness.	1	
2	The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis.	2	
3	The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantages.	3	Group Selection: Wed. 25
4	Business-Level Strategy.	4	Porter Airlines (Feb. 1) Quiz 1*
5	Competitive Rivalry and Competitive Dynamics.	5	Group Case Assignment: February 8
6	Corporate-Level Strategy.	6	
7	Reading Week – No Classes		
8	Alternative Strategic Vehicles for Diversification.	7 & 9	
9	Blue Ocean Strategy.	Reading (1) Blue Ocean Strategy	Quiz 2*
10	International Strategy.	8	
11	Organizational Structure and Controls.	11	Individual Case Assignment Critique: March 22
12	Performance Management and Controls.	Reading (2) Balanced Scorecard	Quiz 3*
13	Strategic Control (ERM) and Corporate Governance	10 Reading (3) & (4) (coso.org)	Group Final Report: Due April 9

***Quizzes will be due the Sunday of the week assigned.**

Required Reading: (Weeks 8, 11 and 12)

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

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

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

(4) chrome-extension://efaidnbmnnnibpcajpcgiclfndmkaj/viewer.html?pdfurl=https%3A%2F%2Fwww.coso.org%2FDocuments%2FCOSO-ERM-Risk-Assessment-in-Practice-Thought-Paper-October-2012.pdf&cLen=3411581

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 Brightspace.

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

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100

B+ = 77-79

C+ = 67-69

D+ = 57-59

A = 85-89 B = 73-76 C = 63-66 D = 53-56
A - = 80-84 B - = 70-72 C - = 60-62 D - = 50-52
F = Below 50

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

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

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and 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. 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/>

** Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

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 <https://carleton.ca/its/get-started/new-students-2/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's

COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.