



**Carleton**  
University

**Sprott**  
School of Business

CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 4609 A  
SUMMER 2023  
STRATEGIC MANAGEMENT

**Instructor:** Dr. Hesham K. Khalipha  
**Office/Office hours:** e-mail, Skype or Zoom  
**Email:** heshamkhalipha@cunet.carleton.ca

**Course Calendar:** May 4, 2023 – August 16, 2023  
**Class Date and Time:** Tuesdays (18:05-20:55)  
**Class Location:** Nicol Building 3040

**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 BUSI 3629, BUSI 4709

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## Course Details

### (1) Course Calendar Description

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.

### (2) Description and Learning Outcomes

This course serves as a cohesive map for strategic management. It is designed to integrate the accepted theories in the area with real-world applications to provide students with the basic knowledge and skills needed for strategic management. Lectures and class assignments given in the course are intended to help students understand the needs of

modern public and private organizations, including emerging national and international trends.

By the end of the course, students should be able to understand the basic elements of planning and implementing strategy. The course is designed to:

1. Introduce the concept and process of Strategic Management and furnish students with an understanding of the cross-functional and interdependent nature of strategic business decisions.
2. Integrate previous students' functional knowledge within a Strategic Management framework to analyze a single firm and recommend an appropriate strategy.
3. Develop students' critical thinking skills through the emphasis on case study analysis methodology.
4. Enhance students' capabilities to apply their research, presentation, and communication skills with the use of primary data to solve a real-life situation.

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

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>			X	
<b>BC3 Critical Thinking</b> <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
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>B15 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	X			

### (3) Resources

The following resources are going to be utilized during the course:

1. **Textbook:** Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15<sup>th</sup> or 16<sup>th</sup> Edition by C. Bamford, T. Wheelen, A. Hoffman, and J. Hunger.
2. **LIBRARY & INTERNET RESOURCES:** Students are encouraged to use the university library and the Internet for research and to complete assignments when necessary. Access to case studies and other potential supporting material will be made available via Brightspace.

### (4) Schedule and Plan

While every attempt will be made to keep to the schedule listed below, unforeseen circumstances may necessitate modifications throughout the semester whether in the schedule, material covered or assignments and assessment.

Session	Topic/Activities	Readings/Assignments /Deliverables
May 9 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Groups formulation</li> <li>• Basic Concepts of Strategic Management</li> <li>• Introduction to Case method</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 1</li> </ul>
May 16 <sup>th</sup>	<ul style="list-style-type: none"> <li>• library business and statistics database tutorial (via Zoom)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Explore library resources: <a href="https://library.carleton.ca/research/course-guides/busi-4609">https://library.carleton.ca/research/course-guides/busi-4609</a></li> </ul>
May 23 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• Corporate Governance</li> <li>• Social Responsibility and Ethics in Strategic Management</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapters 2 -3</li> <li>✓ Read “The Wallace Group” case study.</li> <li>✓ Read “Everyone does it” case study</li> </ul>
May 30 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>Quiz #1</b></li> <li>• Environmental Analysis and Industry Analysis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 4</li> <li>✓ Read “CrossFit at the crossroads” case study</li> </ul>
June 6 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Organizational Analysis and Competitive Advantage</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 5</li> <li>✓ Continue with “CrossFit at the crossroads” case study</li> </ul>
June 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>Quiz #2</b></li> <li>• Strategy Formulation: Business Strategy</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 6</li> <li>✓ Read “Panera Bread Company” case study</li> </ul>
NO CLASSES		
July 4 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Strategy Formulation: Corporate Strategy</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 7</li> <li>✓ <b>Deliver GROUP PROJECT PART 1</b></li> </ul>
July 11 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>Quiz#3</b></li> <li>• Strategy Formulation: Functional Strategy and Strategic Choice</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapter 8</li> </ul>
July 18 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Strategy Implementation: Global Strategy</li> <li>• Strategy Implementation: Organizing and Structure</li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapters 9-10</li> </ul>
July 25 <sup>th</sup>	<ul style="list-style-type: none"> <li>• <b>Quiz #4</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Read Chapters 11-12</li> <li>✓ <b>Deliver GROUP PROJECT PART 2</b></li> </ul>

	<ul style="list-style-type: none"> <li>• Strategy Implementation: Staffing and Directing</li> <li>• Evaluation and Re-assessment</li> </ul>	
<b>August 1<sup>st</sup></b>	<b>GROUP PRESENTATIONS</b>	
<b>August 8<sup>th</sup></b>	<b>GROUP PRESENTATIONS</b>	
<b>August 15<sup>th</sup></b>	<b>GROUP PRESENTATIONS</b>	Release of Take-home Final Exam Case Study
<ul style="list-style-type: none"> <li>• August 25<sup>th</sup> is the last date of Final Examinations period and is the deadline to submit the Take-home Final Exam Case Study</li> </ul>		

### (5) Evaluation

The evaluation matrix of this course will incorporate four distinctive evaluation methods:

- Participation:** for each session, this requires class attendance and pre-class reading and preparation of sessions' assigned readings and previous sessions' materials to respond to instructor's potential questions and engage in a relevant class discussion.
- Quizzes:** pop up or pre-scheduled multiple choice small tests to examine student's understanding of learned business and strategic concepts, components, and process.
- Take Home Final Exam Case study:** Cases represent actual business situations and enable students to examine different organizational strategies, and critically analyze certain Strategy Managers' decisions.
- Company Analysis GROUP Project:** the group will select a business firm of their interest and conduct a comprehensive strategic analysis, audit strategic direction and business decisions, and provide final evaluation of set strategy and/or recommendations of alternative options.

Kindly note that separate detailed GUIDELINE notes will be issued on Brightspace in due time for each of the deliverables.

The corresponding grade for each evaluation is as follows:

<b>Evaluation</b>	<b>Deliverable</b>	<b>mark</b>
Participation	Attendance and discussions in class	10%
Understanding of main strategic concepts	4 Quizzes x 5 marks each	20%
Company Analysis Group Project	Group Report and Presentation	35%

Take-Home Exam Case Study	Case Analysis individual report	35%
Total		100%

- The failure to attend a Quiz will result in an automatic ZERO grade on the designated Quiz.
- Case study analysis reports and Group project reports are due by 11:59 p.m. on the designated day of assignment delivery. Failure (or delay) to deliver scheduled assignments will result in an automatic ZERO grade on the designated assignment.
- Extreme cases are dealt with based on general school policies.
- Final grades are subject to Dean's approval.
- Students must retain a copy of any work submitted.

### **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 Spratt 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.

#### **Grading**

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](http://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](http://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](mailto: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](http://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](http://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](https://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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](https://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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