

STGY 5903P Strategy Concepts

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Term: Fall

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I would like to begin by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.

COURSE CALENDAR DESCRIPTION FROM GRADUATE CALENDAR

An overview of business models and key strategic concepts facing firms in a global environment. Core functional area concepts in accounting, marketing, operations and HR are introduced and integrated through simulation. Skills in managing teams, meetings, business planning and presenting business plans.

COURSE FORMAT

This course is run across 2 weekends (Sept. 13-14 and 20-21).

PREREQUISITES

N/A

COURSE DESCRIPTION

This course covers the fundamentals of both corporate level and business level strategy. The course is designed to introduce you to a wide variety of modern strategy frameworks and methodologies, including methods for assessing the strength of competition, for understanding relative bargaining power, for anticipating competitors' actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm (diversification and vertical integration). We will adopt the perspective of the general manager who has overall responsibility for the performance of an organization or business unit.

COURSE PHILOSOPHY

Here are the underlying values and assumptions that guide this course in strategy concepts:

1. **Strategy is Practitioner-Oriented:** We will prioritize developing practical knowledge and understanding. This means gaining the insights and values necessary to make strategic choices, as well as acquiring the skills and competencies to implement those choices effectively in real-world business settings.
2. **Strategy is Action-Oriented:** This course requires you to adopt the perspective of a general manager or strategist, developing sustainable strategic plans and actions that address real-world challenges and opportunities.
3. **Strategy is Integrative:** You will utilize all the conceptual and analytical tools learned from various business disciplines—marketing, finance, human resource management, operations management, etc.—to make effective strategic decisions and action plans. This course provides an opportunity to balance and integrate these different perspectives to develop comprehensive strategic skills and insights.

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COURSE OBJECTIVES

You will learn how to set a strategic direction for an organization and to coordinate the activities to help achieve its strategic goals through understanding the basis for the current performance of the firm. You will understand how to identify changes (inside or outside the firm) that may affect future performance to create or develop opportunities to sustain or improve the organization's performance and how to develop responsive strategies that leverage the organization's position and capabilities. The content of this course is valuable for all managers, no matter in which direction your careers progress. Every manager should understand strategy to function effectively in today's economy. Upon successful completion of this course, you will:

1. have an **integrated understanding of the fundamental concepts of strategic management**: strategy identification and evaluation, firm strategic analysis, industry analysis, competitor analysis, firm and industry evolution, strategic responses to external changes, and corporate strategy and **how these can be applied** to develop strategies for organizations or their business units;
2. **understand the challenges that organizations face** in sustaining competitive advantage within an uncertain and rapidly changing international business environment;
3. understand the impact of external environmental forces and of strategic actions by an organization and its competitors on business and corporate strategy;
4. know **how to identify sources of strategic information** required to be successful in strategic management; and,
5. gain **experience in applying theoretical models and perspectives** to evaluate strategic competitive issues, challenges and opportunities for organizations.

COURSE MATERIALS AND READINGS

- Readings, videos, and additional resources to enhance your learning will be available on Brightspace.
- Some of these materials are directly linked to both graded and ungraded assignments for the program.

I strongly encourage you to engage with the provided readings and videos, as they will be essential for your participation in class and group sessions.

COURSE RESOURCES

Magazines

1. **Canadian Business (Canada)** - <https://www.canadianbusiness.com/>
2. **Corporate Knights (Canada)** - <https://www.corporateknights.com/>
3. **Ivy Business Journal** - <https://iveybusinessjournal.com>
4. **Fast Company (USA)** - <https://www.fastcompany.com/>
5. **Stanford Innovation Review (USA)** - <https://ssir.org/>
6. **Harvard Business Review (USA)** - <https://hbr.org/topic/ethics>

Online Resources

1. **Harvard Business Review – Competitive Strategy**: <https://hbr.org/search?N=4294923993&Nrpp=10&Ntt=competitive+strategy#browse-reports-filter>
2. **Harvard Business Review – Strategic Planning**: https://hbr.org/search?search_type=search-all&term=strategic+planning
3. **Journal of Business Strategy** - <http://www.emeraldinsight.com/journal/jbs>
4. **McKinsey – Strategy Practice**: <https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/how-we-help-clients/strategy>

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5. **Strategy&** - <https://www.strategyand.pwc.com>
6. **Strategyzer** - <https://www.strategyzer.com/library>
7. **Strategic Management Society** - <http://strategicmanagement.net/>

Online Tools

1. **Brightspace** - <https://brightspace.carleton.ca/d2l/home>
2. **ChatGPT** - <https://chat.openai.com/>
3. **Perplexity** – perplexity.ai
4. **VEED** - <https://www.veed.io>
5. **WeTransfer** – you do not need to sign up, it is the simplest way to send large files and photos up to 2GB for free <https://wetransfer.com>
6. **VSDC** – free Suite for editing video and audio files – download here <http://www.videosoftdev.com> or use any other application that you may be comfortable with

USE OF CHATGPT AND PERPLEXITY.AI FOR COURSE WORK AND ASSIGNMENTS

You are permitted and encouraged to use AI tools such as ChatGPT and Perplexity.ai to support your coursework and assignments. These tools can enhance your learning, provide diverse perspectives, and assist in developing comprehensive and well-informed submissions.

Chat History & Training setting that lets users turn off their ChatGPT chat history preventing future versions of OpenAI’s large language models from training on those conversations. To find this option, click on your account name, which will display as your email address. Select Settings > Data Controls > Chat History & Training

Resources

1. **ChatGPT Introduction** - <https://openai.com/index/chatgpt/>
2. **ChatGPT Prompt Engineering** - <https://platform.openai.com/docs/guides/prompt-engineering/strategy-write-clear-instructions>
3. **Getting Stared with ChatGPT: a complete guide with examples** - <https://www.geeksforgeeks.org/getting-started-with-chatgpt-a-complete-guide-with-examples/>

PROJECT GROUPS

The class will be assigned to groups and will be assigned companies for in-class and group assignments

LEARNING AND ASSESSMENT

Assessment Summary

Evaluation in the course will be based on a combination of group and individual work.

Assessment		Due	
Individual	Competitor Research Report	Weekend 2 Day 1 email to instructor	20%
	Competitor SWOT Analysis	Weekend 2 Day 1 Bring a copy to class	20%
	Infographic Assignment: Strategic Management Concepts	Post Course (1 week after final class) email to instructor	20%
Group	Competitive Intelligence Assessment Group Presentation	Weekend 2 Day 2	40%
	Competitive Intelligence Assessment Written Report	Post Course (1 week after final class) Group Leader to email to me	
Total			100%

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Individual Assessments

1 - Competitor Research Report

Description: Conduct in-depth research on a specific competitor of your assigned company. Gather data on market position, product offerings, financial performance, strategic initiatives, and other relevant information.

Assessment Objectives:

- Demonstrate comprehensive understanding of competitor dynamics.
- Utilize and synthesize information from various sources effectively.
- Analyze competitor's strengths, weaknesses, opportunities, and threats.
- Provide detailed insights to inform strategic decision-making for your assigned company.

Suggestions for Using Tools:

- **ChatGPT:** Use ChatGPT to generate ideas and outline your report structure. Ask for guidance on key areas to research and get suggestions for credible sources.
- **Perplexity.ai:** Utilize Perplexity.ai to perform quick searches and gather preliminary information on your competitor. Follow up with detailed research using credible sources.

Credible Sources: Ensure all information is verified from credible sources such as industry reports, academic journals, and reputable news outlets. Reference and footnote these sources properly in your report.

Submission Guidelines:

- Email your submission to rick.colbourne@carleton.ca. The subject line and document name should include your name and the assessment name, e.g., "Your Name Competitor Research Report."

Grading Criteria:

- **Content Quality (40%):** Depth and relevance of the research conducted, accuracy, and comprehensiveness.
- **Analysis (30%):** Insightfulness and thoroughness of the SWOT analysis and other evaluations.
- **Clarity and Organization (20%):** Logical structure, coherence, and presentation of information.
- **References and Citations (10%):** Use of credible sources, proper citation, and footnotes.

2 - Competitor SWOT Analysis

Description: Perform a SWOT analysis on a key competitor, identifying internal strengths and weaknesses, and external opportunities and threats. Present the analysis clearly and supported by evidence.

Assessment Objectives:

- Apply SWOT analysis framework accurately.
- Evaluate competitor's internal and external environment.
- Create a compelling visual to support your work.
- Present clear, organized, and evidence-supported analysis.
- Generate actionable insights from the SWOT analysis.

Suggestions for Using Tools:

- **ChatGPT:** Use ChatGPT to draft initial SWOT elements and refine your analysis. Ask for examples of effective SWOT analyses for guidance.
- **Perplexity.ai:** Use Perplexity.ai to find specific data points and examples to support your SWOT analysis. Cross-check information with authoritative sources.

Credible Sources: Support your SWOT analysis with data from reliable sources. Properly cite and footnote all references used.

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Submission Guidelines:

- Email your submission to rick.colbourne@carleton.ca. The subject line and document name should include your name and the assessment name, e.g., "Your Name SWOT Analysis."

Grading Criteria:

- **Content Quality (40%):** Accuracy and depth of SWOT elements identified.
- **Analysis (30%):** Ability to interpret and synthesize SWOT findings.
- **Presentation (20%):** Clarity, organization, and visual appeal of the analysis.
- **References and Citations (10%):** Use of credible sources, proper citation, and footnotes.

3 - Individual Assignment: Infographic Assignment: Strategic Management Concepts

Description: Each group member will choose one of the following topics to create an infographic (only one topic per member per group). The purpose is to present complex strategic management concepts in a clear, engaging, and visually appealing manner – make sure that this relates to the company that your group is focused on.

1. Strategic Planning Process:

- **Content:** Outline the steps of the strategic planning process, including vision/mission development, environmental scanning, strategy formulation, implementation, and evaluation.
- **Goal:** Help understand the comprehensive process of strategic planning.

2. Competitive Advantage Pyramid:

- **Content:** Create a visual representation of how a company builds competitive advantage through its business-level strategy, from resources and capabilities to core competencies and value creation.
- **Goal:** Demonstrate the layers and processes involved in building competitive advantage.

4. Stakeholder Analysis:

- **Content:** Map out key stakeholders for a specific company or industry, their interests, and potential impacts on strategic decisions.
- **Goal:** Understand the role of stakeholders in shaping business strategies.

3. Strategic Risk Management:

- **Content:** Create a visual representation of how companies identify, assess, and manage strategic risks. Include elements like risk identification, risk assessment, mitigation strategies, and monitoring.
- **Goal:** Help understand how proactive risk management is integral to successful strategy execution and long-term sustainability.

4. Corporate Social Responsibility (CSR) and Strategy:

- **Content:** Develop an infographic that explains how Corporate Social Responsibility (CSR) initiatives can be integrated into a company's strategic plan. Highlight the benefits of aligning CSR with business goals, such as enhanced brand reputation, customer loyalty, and long-term profitability.
- **Goal:** Demonstrate the strategic value of CSR and how it can contribute to a company's competitive advantage

Instructions

1. Content Requirements:

- **One per group member**

2. Design Requirements:

- Ensure your infographic is clear, concise, and visually appealing.
- Use visual elements such as charts, graphs, icons, and images to enhance understanding.
- Keep text to a minimum; focus on visual storytelling.

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How to Use ChatGPT and Perplexity for this Assessment

1. ChatGPT:

- **Research Assistance:** Use ChatGPT to help gather information on your assigned topic. Ask specific questions to get detailed explanations, definitions, and examples.
- **Idea Generation:** Use ChatGPT to brainstorm ideas on how to present your information visually. Ask for suggestions on the most effective ways to communicate your points.
- **Feedback:** Before finalizing your infographic, use ChatGPT to review your content. Ask for feedback on clarity, coherence, and completeness.

Example Prompts for ChatGPT:

- "Explain the steps involved in the strategic planning process."
- "What are the advantages and disadvantages of a matrix organizational structure?"
- "Provide examples of companies that have successfully implemented vertical integration."

2. Perplexity:

- **Data Validation:** Use Perplexity to cross-check and validate the information gathered. This ensures the credibility and accuracy of your data.
- **Advanced Insights:** Perplexity can provide in-depth insights and trends related to your topic, helping you to add more depth to your analysis.
- **Visual Inspiration:** Search for visual representations of similar topics on Perplexity to get inspiration for designing your infographic.

Example Searches on Perplexity:

- "Strategic planning process steps infographic"
- "Competitive strategy analysis for [specific company]"
- "Examples of successful corporate-level strategies"

Steps to Create an Infographic

1. Outline Your Goals:

- Define the purpose of your infographic.
- Determine what you want to achieve and how you want your audience to react.

2. Collect Data:

- Gather relevant and reliable data from credible sources.
- Use ChatGPT and Perplexity to enhance your research.

3. Make Data Visualizations:

- Transform your data into visual elements.
- Choose the type of visualization that best represents your data.

4. Create Your Layout:

- Use an infographic template to structure your layout.
- Organize information logically and aesthetically.

5. Add Style and Final Touches:

- Apply design principles such as contrast, alignment, and proximity.
- Use contrasting colours to highlight key information.

6. Cite All Your Sources:

- Provide context for the data and specify the source and year of publication.

Best Practices

- **Visual Organization:** Use lines, borders, and shapes to group related information and make the infographic easier to read.
- **Colour Usage:** Use colour strategically to highlight important information and create visual interest.
- **Simplicity:** Keep the design simple and avoid clutter. Ensure the infographic is easy to understand.
- **Storytelling:** Ensure your infographic tells a compelling story with the data you present.

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Tools and Resources

- **Canva:** [Infographic Templates](#)
- **Piktochart:** [Infographic Maker](#)
- **Venngage:** [Infographic Templates](#)
- **Visme:** [Infographic Templates](#)
- **Adobe Express:** [Editable Free Infographic Templates](#)
- **Microsoft:** [Free Infographic Tools](#)

Resources and Readings

1. [What is an Infographic](#)
2. [How to Make an Infographic](#)
3. [How to Make an Infographic in 5 Steps](#)
4. [Designing and Creating Science Infographics](#)

Submission Guidelines:

Submit your infographic to me via email – rick.colbourne@carleton.ca one week after the last class– if the file is too large, send me a copy via WeTransfer at sent to rick.colbourne@carleton.ca

Grading Criteria:

1. **Clarity of Definitions (20%)**
2. **Comprehensive Coverage of Topic (20%)**
3. **Insightfulness in Analysis (20%)**
4. **Relevance and Practicality in Strategy Alignment (20%)**
5. **Visual Appeal and Overall Presentation (20%)**

This assignment ensures you can clearly communicate strategic management concepts, providing a practical understanding of how these concepts are applied in real-world scenarios. Use ChatGPT and Perplexity to enhance your research and ensure your infographic is both informative and visually engaging.

Group Assessments

1 - Competitive Intelligence Assessment Group Presentation:

Your group is tasked with conducting a Competitive Intelligence Assessment based on the annual report of a selected Canadian company. This presentation should provide a comprehensive analysis of the company's competitive position within its industry, using the annual report as a foundational document. The goal is to understand the company's strategic environment and offer actionable insights.

Key Components to Include:

1. **Introduction:**
 - Brief overview of the selected company and its industry.
 - Objectives of the competitive intelligence assessment.
2. **Industry Analysis:**
 - Conduct a PESTEL analysis to examine the external macro-environmental factors (Political, Economic, Social, Technological, Environmental, Legal).
3. **Competitor Analysis:**
 - Identify major competitors and their market positions.
 - Perform a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for the main competitors.
 - Discuss the competitive dynamics and strategic moves of these competitors.
4. **Internal Analysis:**
 - Analyze the company's internal strengths and weaknesses.
 - Assess the company's core competencies and resources.

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- Identify any strategic gaps or areas for improvement.
- 5. Strategic Recommendations:**
 - Based on your analysis, propose strategic recommendations for the company.
 - Discuss how the company can leverage its strengths and opportunities while mitigating weaknesses and threats.
 - Offer actionable steps to enhance competitive positioning.
- 6. Conclusion:**
 - Summarize key findings and insights from your assessment.
 - Emphasize the strategic implications for the company's future.

Presentation Requirements:

- **Duration:** 20 minutes, followed by a Q&A session.
- **Format:** Professional and engaging presentation, using visual aids such as slides, charts, and graphs.

Suggestions for Using Tools:

- **ChatGPT:** Utilize ChatGPT for brainstorming sessions, outlining key points, and refining your analysis. Ask for guidance on strategic frameworks and competitive analysis.
- **Perplexity.ai:** Use Perplexity.ai to gather relevant data and insights on the industry and competitors. Ensure the information is validated through credible sources.

Credible Sources: All data and insights must be backed by credible sources. Properly reference and footnote these sources in your presentation slides.

Submission Guidelines:

- **Group Assessments** - group leader will email me the PowerPoint presentation in PPT format – make sure the subject line and the document name have your group number and assessment name – i.e., Group 1 Company Name Strategic Analysis (if file is too large, use WeTransfer, you do not need to sign up)

Grading Criteria:

- **Content Quality (40%):** Depth and relevance of industry and competitor analysis, insightfulness of strategic recommendations.
- **Synthesis and Insight (30%):** Ability to integrate information and draw strategic conclusions.
- **Presentation Skills (20%):** Clarity, engagement, and professionalism of the presentation.
- **References and Citations (10%):** Use of credible sources, proper citation, and footnotes.

2 - Competitive Intelligence Assessment Written Report:

Description: Your group is required to submit a comprehensive written report detailing the Competitive Intelligence Assessment based on the annual report of a selected Canadian company. This report should provide an in-depth analysis of the company's competitive environment, utilizing the annual report as a foundational document. The goal is to develop a thorough understanding of the company's strategic position and offer actionable insights.

Key Components to Include:

- 1. Executive Summary:**
 - A concise overview of the key findings and strategic recommendations.
 - Highlight the main points from each section of the report.
- 2. Company Overview:**
 - Provide a brief introduction to the selected company.
 - Include key facts, figures, and strategic objectives as outlined in the annual report.
- 3. Industry Analysis:**
 - **PESTEL Analysis:** Examine the external macro-environmental factors (Political, Economic, Social, Technological, Environmental, Legal) affecting the industry.

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4. **Competitor Analysis:**
 - Identify major competitors and their market positions.
 - Perform a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for the main competitors.
 - Discuss the competitive dynamics and strategic moves of these competitors.
5. **Internal Analysis:**
 - Evaluate the company's internal strengths and weaknesses.
 - Assess the company's core competencies and resources.
 - Identify any strategic gaps or areas for improvement.
6. **Strategic Recommendations:**
 - Propose strategic recommendations based on your analysis.
 - Discuss how the company can leverage its strengths and opportunities while mitigating weaknesses and threats.
 - Offer actionable steps to enhance competitive positioning and address identified strategic gaps.
7. **Conclusion:**
 - Summarize key insights and strategic implications for the company's future.
 - Reinforce the importance of the strategic recommendations provided.

Report Requirements:

- **Length:** 10-15 pages, excluding appendices and references.
- **Format:** Professional and organized, using headings and subheadings for clarity.
- **References:** All sources, including the annual report and additional research, should be properly cited in APA format.

Suggestions for Using Tools:

- **ChatGPT:** Use ChatGPT to structure your report, draft sections, and refine your analysis. Seek feedback on clarity and coherence of your narrative.
- **Perplexity.ai:** Utilize Perplexity.ai for efficient research on industry trends, competitor strategies, and market dynamics. Cross-reference findings with authoritative sources.

Credible Sources: Ensure all information in your report is supported by credible sources. Properly cite and footnote these references to maintain academic integrity.

Submission Guidelines:

- **Group Assessments** - group leader will email me the written report – make sure the subject line and the document name have your group number and assessment name – i.e., Group 1 Lululemon Strategic Analysis (if file is too large, use WeTransfer, you do not need to sign up)

Grading Criteria:

- **Content Quality (40%):** Thoroughness and accuracy of the competitive intelligence assessment.
- **Analysis (30%):** Depth of analysis and insightfulness of strategic recommendations.
- **Clarity and Organization (20%):** Structure, coherence, and professional presentation of the report.
- **References and Citations (10%):** Use of credible sources, proper citation, and footnotes.

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REPORT MARKING RUBRIC

Mark %	Breadth of Knowledge	Critical Analysis	Coherent Argument	Contextual Relevance	Language Proficiency	Documentation and Presentation
90 – 100	Displays special initiative, includes surprising or overwhelming information.	Exhibits special, distinctive, or powerful insight into the material and its significance.	Exhibits such characteristics as: independence, cogency, nuance, subtlety, sophistication, powerful grasp of methodology.	Keeps an unusually clear and confident focus and shows a fine grasp of issues and of their nuances.	Exhibits excellence and sophistication across the constituent elements of language proficiency.	Displays exceptionally full and appropriate documentation and especially effective presentation.
70 - 89	Displays original thinking and advanced knowledge of material.	Displays strong understanding of the material and insight into its significance.	Argues in advanced and coherent way with advanced development and understanding of material.	Displays an advanced understanding of relevance of a range of material to the argument.	Exhibits an advanced level of competence across the constituent elements of language proficiency.	Displays an advanced grasp of documentation and presentation.
60-69	Provides substantial information, displays a solid knowledge of mainstream material.	Has a clear understanding of the material and its significance.	Argues in an assured and orderly way, with clear development. Shows some understanding of methodology.	Displays a secure understanding of relevance of the material to the chosen method of argument.	Exhibits a high level of competence across the constituent elements but may contain a significant number of errors, while not seriously impairing communication.	Displays a thorough grasp of appropriate principles of documentation and presentation.
50-59	Provides a reasonable quantity of accurate information.	Has a competent (if dependent or incomplete) understanding of the material and its significance.	Presents the general outline of an appropriate argument.	Displays a sound understanding of relevance though sometimes wavering and unreflective.	Demonstrates a general competence across the constituent elements but may contain wide range errors which have a significant impact on communication.	Displays a general grasp of appropriate principles of documentation and presentation.
40-49	Provides a limited quantity of information with some accuracy.	Has some limited understanding of the material and its significance?	Presents some elements of an appropriate argument.	Displays some limited understanding of relevance.	Achieves limited communication despite numerous and varied errors in the constituent elements, particularly in morphology and syntax.	Displays some limited care and competence in documentation and presentation.
0-39	Is incompetent in quantity or accuracy.	Has no real understanding of what the material means.	Presents practically no appropriate argument.	Displays an inadequate understanding of relevance.	Unable to achieve communication due to wide ranging error in the constituent elements.	Displays an inadequate grasp of appropriate principles of documentation and presentation.

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COURSE SCHEDULE AND ASSIGNMENTS*

Strategic Management Concepts

Weekend	Topic	Activities and Assignments	Due Dates
Pre-Course	Annual Report Reading	<ul style="list-style-type: none"> - Read how to read an annual report - Read the assigned company's annual report 	Due: Start of Weekend 1 Day 1
Weekend 1	Introduction to Strategic Management and Corporate-Level Strategies	<ul style="list-style-type: none"> - Introduction to Strategic Management Concepts - Introduction to Corporate-Level Strategy 	
	Business-Level Strategies and External Analysis	<ul style="list-style-type: none"> - Introduction to Business-Level Strategy - Introduction to External Macro-Environmental Analysis (PESTEL) 	
Between Sessions	Competitor Analysis Coordination	<p>Group Work:</p> <ul style="list-style-type: none"> - Collaborate to divide research tasks related to competitor analysis - Share resources, insights, and analyses to prepare for individual reports <p>Individual Work:</p> <ul style="list-style-type: none"> - Competitor Research Report - Competitor SWOT Analysis 	<p>Due: Start of Weekend 2 Day 1</p> <p>Bring copy of SWOT analysis to class (Sept. 20)</p>
Weekend 2	Value Chain Analysis and Building Competitive Advantage	<ul style="list-style-type: none"> - Introduction to Value Chain Analysis - Significance of Value Chain Analysis 	
	Group Presentations and Course Review	<ul style="list-style-type: none"> - Group work to finalize Competitive Intelligence Assessments - Group Presentations (20 minutes presentation + 10 minutes Q&A per group) 	Group: Competitive Intelligence Assessment Presentation (Day 2)
Post-Course	Submission	<ul style="list-style-type: none"> - Infographic - Comprehensive Written Report on Competitive Intelligence Assessment 	<p>Individual: Infographic Assignment - Strategic Management Concepts</p> <p>Group: Competitive Intelligence Assessment Written Report (1 week after the final class)</p>

* Given the dynamic nature of teaching and learning, there may be changes in content and order.

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CONTRIBUTION TO PROGRAM LEARNING GOALS

MBA Learning Goal	Not Covered	Introduced	Taught / Not Assessed	Taught / Assessed
MB1 Leadership and Collaboration Graduates will be equipped for leadership and collaboration.		✓		
MB2 Communication Graduates will be effective communicators				✓
MB3 Critical Thinking and Problem Solving Graduates will be skilled in critical thinking and problem solving.				✓
MB4 Functional Knowledge Graduates will have functional knowledge of all areas of business.				✓
MB5 Global Business Graduates will have an appreciation of the global environment of business.			✓	
MB6 Ethical Reasoning Graduates will be skilled in ethical reasoning and decision-making.		✓		

ADDITIONAL INFORMATION

Recording Course Policy

Recording of in-class or online courses is strictly prohibited unless prior agreement is obtained from the faculty.

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, followership 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

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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: <https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For more information on an accommodation request, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

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.

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.

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) <https://carleton.ca/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.

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: <https://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>

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/>

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

STGY 5903P Strategy Concepts

IMPORTANT INFORMATION:

1. Students must always retain a copy of all work that is submitted.
2. All final grades are subject to the Dean's approval.
3. 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, 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/all-services/email/carleton-student-email/>

Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>

ABOUT

Dr Rick Colbourne

Associate Professor, Indigenous Leadership and Management

Associate Research Fellow, Cambridge Centre for Social Innovation (Cambridge)

Research Fellow Dilin Duwa Centre for Indigenous Business Leadership (Melbourne)

Fulbright Fellow Indigenous Business (Arizona)

London Technology Network Fellow (London Business School)

Dr Rick Colbourne is an Associate Professor of Indigenous Leadership and Management at the Sprott School of Business, with over 25 years of experience in higher education. He has taught in Canada, the United Kingdom, the United States, and Europe. Dr Colbourne earned his PhD from the University of Cambridge, an MBA in Management of Technology from Simon Fraser University, and a BA (Hons) in Sociology/Anthropology from Mount Allison University. His career is defined by a strong commitment to equity, diversity, and inclusion, demonstrated through his roles as Associate Dean of Equity and Inclusive Communities at Carleton University and Assistant Dean for Indigenous Business Education at UBC's Sauder School of Business. Dr Colbourne work in business education includes AI integration, innovative curriculum design, and fostering private-public partnerships, with a focus on supporting Indigenous communities.

As a member of the Mattawa/North Bay Algonquin First Nation, Dr Colbourne is dedicated to community and economic development, aiming to create opportunities for Indigenous peoples in business and education. His approach to leadership emphasizes social justice and sustainability, reflecting his mission to make a meaningful impact through collaboration and continuous learning. Dr Colbourne's commitment to education has been recognized with several teaching awards, including the University Achievement Award for Teaching from the University of Northern British Columbia and the Award for Excellence in Teaching and Learning from the University of Westminster.

In addition to his academic roles, Dr Colbourne has extensive professional experience in the non-academic sector. He served as a Senior Manager with Accenture's Communications, Media, and Entertainment practice, where he was recognized as a global Music Industry Expert. His contributions to groundbreaking projects, such as the development of Accenture's Peer-to-Peer (P2P) Music Exchange Prototype, showcased his forward-thinking capabilities and proficiency in navigating digital landscapes. Dr Colbourne has engaged with leading organizations such as Sony/BMG, Warner Music Group, Universal Music, AT&T, BC Hydro, and Deloitte. His professional background also includes consulting and executive education roles, where he has developed custom programs for diverse industries, further highlighting his versatile expertise and commitment to fostering innovation and excellence in various fields.