



**Carleton**  
University

**Sprett**  
School of Business

**Carleton University**  
**MBA**  
**BUSI5900-A 2022 / Fall**  
**Corporate and Business Strategy**

**Professor:** Dr. Rodney Nelson      **Email:** [rodney.nelson@carleton.ca](mailto:rodney.nelson@carleton.ca)  
**Office:** NI 7017  
**Office Hours:** By request online  
**Class Location:** NI3040  
**Course meets:** Mondays, 11:35 pm-2:25 pm  
**Modality:** In person

**Course Calendar description from the 2022/2023 University calendar:** Strategic management focuses on evaluation of opportunities and threats in external environments in light of an organization's strengths and weaknesses, in order to determine a sustainable competitive advantage. Emphasis on corporate and business level strategic analysis and formulation. Organizational capstone project required.

**Course Description**

Strategic management is an integral part of any organizational model. It is through the implementation of strategy, organizations can achieve their vision, mission, goals, and objectives. The aim of strategic management is to provide the organization a well-researched, documented blueprint for the management of the strategic planning cycle.

In this course, students will learn and apply the fundamental concepts of the strategic management process to understand how to create, implement and evaluate the corporate strategy. Students will apply such tools to analyze "SWOT", "PESTLE", gap reviews, environmental scans, heat maps and risk profiles which inform the creation strategy. The class will also explore the role of the board in strategy as well as management's role in implementation. Other topics such as disruptive innovation, decision making under uncertainty, change management, corporate governance, ESG sustainability will be explored. Throughout the course, students will apply concepts to real-world business problems through interactive activities, case studies, business simulations, and a comprehensive group project.

**Course Prerequisites:** All other MBA core courses.



**Readings and Textbook:** All reading materials will be posted on Brightspace

The following books that are recommended for students who wish to enhance their understanding of business strategy and are encouraged to read the following:

Cameron, S. (2019). What are some disadvantages of strategic management? *bizfluent*.  
<https://bizfluent.com/info-7933037-disadvantages-strategic-management.html>

Hax, Arnaldo C., and Nicolas S. Majluf. *The Strategy Concept and Process: A Pragmatic Approach*. 2nd ed. Upper Saddle River, NJ: Prentice Hall, 1996. ISBN: 0134588940.

Porter, Michael E. "Towards a Dynamic Theory of Strategy." *Strategic Management Journal* 12 (1991): 95-117.

**Drop Course Policy:** The deadline for academic withdrawal is the last day of classes (each term).

## 1. METHOD OF INSTRUCTION:

This course is presented through a mixture of learning styles including lectures, group work and presentations. It is up to you to do the readings and come to the class prepared. In class discussions are encouraged and bringing your own personal experiences will make the class more relevant.

**Note Carleton requires that correspondence with professors be carried out through your Carleton email account only.**

## 2. LEARNING GOALS

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
<b>MB1 Leadership and Collaboration</b> <i>Graduates will be equipped for leadership and collaboration.</i>				✓
<b>MB2 Communication</b> <i>Graduates will be effective communicators</i>				✓
<b>MB3 Critical Thinking and Problem Solving</b> <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓

<b>MB4 Functional Knowledge</b> <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
<b>MB5 Global Business</b> <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
<b>MB6 Ethical Reasoning</b> <i>Graduates will be skilled in ethical reasoning and decision-making.</i>			✓	

### 3. EVALUATION:

Reflecting the real world of business, your grade performance will depend upon both individual and group contributions as outlined below:

<b>Grade Breakdown</b>	<b>% of Final Grade</b>
<i>Individual work:</i>	
Strategic Assessment Assignment	20%
Risk Management Assignment	20%
4 Quizzes (5% each)	20%
<i>Group work: (Strategic Learning Project SLP)</i>	
Group Project: SLP (Plan)	25%
Group Project: SLP Presentation	15%
<b>Total</b>	<b>100%</b>

**Final Grade: Individual component - 60%**

**Final Grade: Group component - 40%**

**NOTE: The student MUST participate in ALL items of the Grading Scheme in order to get a passing grade. Failure to do so may result in failing the Course.**  
**ASSIGNMENTS**

- **Participation:** Students are expected to be actively and productively engaged in all activities of this course (including lectures, assignments, discussions). As such, each participant will be expected to have read all the required readings and be prepared to discuss the assigned readings and issues raised in the readings and class discussion.

Communication with and among students will primarily be conducted via Carleton University's email accounts. It is therefore critical that students check their emails regularly so as not to miss oftentimes time-sensitive messages.

Class participation is predicated on the premise that class attendance for the whole duration of each meeting is mandatory for each and every student throughout the semester. **Students will be marked down for not attending the class. 5% per class missed without a valid excuse.**

#### **Individual assignments:**

- **Personal Assignments.** Students will complete two personal assessments which are intended to apply course concepts to their individual situation. As plenty of time is provided for assignments, **no credit is given for posting a late assignment.** A missed assignment supported by medical documentation will result in those marks shifted to the remaining assignments.
- **Risk Assessment.** Students will evaluate and create a corporate risk profile that will guide the strategy. Further instructions will be posted on the course Brightspace site.
- **Strategic Analysis.** Students will be required to choose one of the strategic plans online and critically think about its effectiveness, design, and ability to lead the corporation into the future. Further instructions will be posted on the course Brightspace site.

#### **Quizzes**

- Students will be expected to finish all the quizzes within the allotted time. Short Quizzes will be given to the students based on the material covered in the lectures and discussions. A total of 4 quizzes will be made available. These are all online and have a time limit.

#### **Group Assignments:**

- **Strategic Learning Project (SLP).** The primary objective of group projects in this course is to provide experiential learning in the skills necessary for developing real business opportunities with high performance teams. Your team will choose a corporation and develop a strategic plan for the next 5 years for the organization. Further instructions will be posted on the course Brightspace site.
- **Group Presentation:** Your group (4 students) will prepare and showcase your plan to the class. This includes rationale for decisions made, risk profiles and evaluation methods. Further instructions will be posted on the course Brightspace site.

## **4. CONDUCT**

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- **Attending the class.** Each class benefits from the attendance and participation of all students. Your grade for participation will be affected by absences. Regular class

attendance is important and required. I expect you to attend class and contribute to a quality discussion. Class and team discussion of the materials (e.g., readings, assignments, and cases) are an important part of the learning process. Missing more than 2 classes without a certified reason (e.g. medical certificate) will lead to failure in this course regardless of the performance on assignments, presentations and reports.

- **Arriving on time.** Late arrivals are disruptive to both lectures and class discussion and show disrespect to those who are on time.
- **Team based projects.** Teams for the group projects are created in class during week one and two of the course. Students arriving after should email the course instructor.
- **Being prepared for class.** You should be ready to discuss any assigned readings and to answer any assigned questions for each day's class.

## 5. 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).

### Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

*(If peer evaluation will be used as an input when assigning grades to group work, specify the procedure.*

*An example appears below.)*

#### Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally,

each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

### Letter Grades:

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

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**  
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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>
- Religious Obligations**  
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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>
- 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. <https://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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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: <https://students.carleton.ca/course-outline/>

### **Academic Integrity:**

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—are a serious academic offence, 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: <https://carleton.ca/csas/>

### **Other 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 email account. If you do not have or have yet to activate this account, you can 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](mailto:covidinfo@carleton.ca).

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**Other Resources Available (613-520-2600, phone ext.)**

- Computing and Communication Services (CCS)  
by phone at 613-520-3700 or  
email at [ccs\\_service\\_desk@carleton.ca](mailto:ccs_service_desk@carleton.ca).
- Registrar's Office (3500) 300 Tory



**SCHEDULE**

<b>WEEK</b>	<b>DATE</b>	<b>TOPICS</b>	<b>ASSIGNMENTS (Due dates)</b>	<b>Readings on Brightspace (read before class)</b>
<b>1</b>	<b>Sept 12</b>	Understanding Strategic Management, Organizational Strategy and Design		Nelson
<b>2</b>	<b>Sept 19</b>	Leadership, Implementation, and Types of Strategy, Performance Measurements and Risk	Quiz 1	Micheli and Mura, Brews
<b>3</b>	<b>Sept 26</b>	Tools of Strategy and Evaluation	Strategic Assessment Assignment	Mind Tools
<b>4</b>	<b>Oct 3</b>	Tools of Strategy and Evaluation	Quiz 2	Mind Tools
	<b>Oct 10</b>	No Class Statutory Holiday		
	<b>Oct 17 - 21</b>	Exam week for MBA's No Class Scheduled		
	<b>Oct 24 - 28</b>	No Class Fall Break		
<b>5</b>	<b>Oct 31</b>	Board, Management and Strategy  Vision, Mission and Goals	Quiz 3	Mission, Vision, Mandate  Nelson
<b>6</b>	<b>Nov 7</b>	The Strategic Planning Exercise	Risk Management Assignment	
<b>7</b>	<b>Nov 14</b>	Competing in International Markets, Strategy as Competitive Advantage	Quiz 4	Giachetti
<b>8</b>	<b>Nov 21</b>	SME.s, Non-Profit Strategic management, Cost vs Differentiation in Business strategy		Zsigmond et al.
<b>9</b>	<b>Nov 28</b>	Social Responsibility, ESG and Materiality, Equity and Diversity within Strategic Planning	Group Project: SLP (Plan)	
<b>10</b>	<b>Dec 5</b>	Presentations	Group Project: SLP (Presentations)	
<b>11</b>	<b>Dec 8</b>	Presentations (if necessary)		