

### General Course Information

<b>Instructor:</b>	Dr. Trent Tucker <a href="mailto:trent.tucker@uoguelph.ca">trent.tucker@uoguelph.ca</a>
<b>Class Schedule:</b>	Section 0202 — Mon   Wed 10:30 AM to 12:20 PM in FVMI 133 Section 0404 — Mon   Wed 2:30 PM to 4:20 PM in FVMI 133
<b>Instructor:</b>	Prof. Knut Brundtland <a href="mailto:kbrundtl@uoguelph.ca">kbrundtl@uoguelph.ca</a>
<b>Class Schedule:</b>	Section 0606 — Tue   Thu 8:30 AM to 10:20 AM in FVMI 133 Section 0707 — Tue   Thu 10:30 AM to 12:20 PM in FVMI 133 Section 0808 — Tue   Thu 12:30 PM to 2:20 PM in FVMI 133
<b>Instructor:</b>	Prof. Mirhossein Tabatabaeilofti (Mir Lotfi) <a href="mailto:mtabatab@uoguelph.ca">mtabatab@uoguelph.ca</a>
<b>Class Schedule:</b>	Section 0909 — Tue   Thu 2:30 PM to 4:20 PM in FVMI 133 Section 1010 — Tue   Thu 7:00 PM to 8:50 PM in FVMI 133
<b>Instructor:</b>	Prof. Vikkram Singh <a href="mailto:vikkram@uoguelph.ca">vikkram@uoguelph.ca</a>
<b>Class Schedule:</b>	Section 0303 — Mon   Wed 12:30 PM to 2:20 PM in FVMI 133 Section 1111 — Mon   Wed 9:30 AM to 11:20 AM in MCKN 312
<b>Instructor:</b>	Prof. Kimberly Thomas-Francois <a href="mailto:kthoma08@uoguelph.ca">kthoma08@uoguelph.ca</a>
<b>Class Schedule:</b>	Section 0505 — Mon   Wed 7:00 PM to 8:50 PM in FVMI 133
<b>Pre-requisites:</b>	(ECON*2560 or ECON*3560), (1 of AGECE*3320, AGECE*3400, BUS*3320, FARE*3400, MGMT*3320), (1 of AGECE*3310, FARE*3310, HTM*3120, REAL*3890)
<b>Co-requisites:</b>	None.

### Course Description

**Strategic management** is a synthesis of the principles of business management with emphasis upon the formation of business decisions and policies. The purpose of this course is to enable the student to draw on analytical tools and factual knowledge from other courses in analyzing comprehensive business problems and establishing viable plans and methods to implement the developed plans of action.

### Course Learning Outcomes

Successfully completing this course means that the student will:

#### Knowledge and Understanding:

1) Be able to identify and use the components of an organizational strategy to assess, develop and propose changes to, strategies in a variety of organizations and contexts. The components include:

- a) Strategic direction,
- b) Product-service offerings,

- c) Competitive premise, and
- d) Business system.

2) Be able to apply analytical methods and performance measures covered in other required courses such as economics, marketing, accounting and financial management, managing people in organizations and operations management.

### **Discipline/Professional and Transferable Skills:**

3) Be able to identify factors **external** to the organization and use them to assess and develop organizational strategy using the following models and methods:

- a) PESTLE,
- b) Industry – Porter’s Five Forces level models,
- c) Stakeholder Theory and others, and
- d) SWOT+ assessments.

4) Be able to identify factors **internal** to the organization and use them to assess and develop organizational strategy using the following models and methods:

- a) Tangible and intangible resources model,
- b) Capabilities and competencies,
- c) Resource based theory and others, and
- d) SWOT+ assessments.

5) Be able to research, design and present strategic management oriented communications, such as:

- a) Memos,
- b) Individual Presentations,
- c) Team Presentations, and
- d) Case Analyses.

### **Attitudes and Values:**

6) Be able to participate meaningfully in discussions about strategic management and related topics.

7) Work effectively in a small team, face-to-face and using an on-line system, and assess that work in a structured, transparent and professional manner.

### **Indicative Content**

The Webadvisor system indicates there is a lecture component and a seminar component to this course. These are blended together into “class meeting times.” A class meeting time will consist of some formal instruction, time to apply strategic management theories to the cases at hand, spontaneous discussions / debates / presentations about the material at hand or other business stories in the news. You will be “cold called” in class, hence there is an expectation that you have read and prepared the material prior to class. You will have to present and defend your ideas in front of your peers. Since this class meets in the College of Business and Economics “transformational learning classroom” the approach to this course will be very active versus passive.

## Course Assessment

			Learning Outcomes	Due Date/ location
<b>Assessment 1:</b>	15%	Professionalism Points (individual)	6	Ongoing
<b>Assessment 2:</b>	10%	External Analysis / Industry Overview Presentation (team — 5%) Internal Analysis / Company Overview Presentation (team — 5%)	3, 4, 5	Week 06 Feb. 9 <sup>th</sup> – 12 <sup>th</sup>
<b>Assessment 3:</b>	25%	Case 1 Analysis & Write-Up (10% individual, 5% team) Case 2 Analysis & Write-Up (10% individual, 0% team)	1,2,3,4,5, & 7	Week 05 (team) Week 06 (individual) Week 07 (team) Week 08 (individual)
<b>Assessment 4:</b>	25%	Company Analysis Write-up & Presentation (15% individual, 10% team)	ALL 7	Week 11/12 Mar. 23 <sup>rd</sup> – 31 <sup>st</sup>
<b>Assessment 5:</b>	25%	Final Exam	ALL 7	2015-APR-16 11:30 AM
<b>Total</b>	<b>100%</b>	Individual portion: 75% Team portion: 25% Potential bonus: 5% (team; 2x2.5%)		

## Teaching and Learning Practices (as appropriate)

<b>Lectures</b>	As described above, “lectures” and “seminars” are blended together into “class meetings”. See detailed list of dates, readings, activities, etc. below.
<b>Labs</b>	N/A
<b>Seminars</b>	As described above, “lectures” and “seminars” are blended together into “class meetings”.
<b>Workshops</b>	N/A
<b>Site/Field Trip</b>	N/A

## Course Resources

### Required Texts:

*Strategic Management for Leaders for a Sustainable World: MGMT\*4000*. Custom publication. Available from the bookstore and on reserve in the Library. ISBN: 0-17-648146-X.

### Recommended Texts:

None. A writing style guide like *The Canadian Writer's Handbook: Essentials Edition* is always a good idea but not required.

### Lab Manual:

None.

## Other Resources:

CourseLink (<http://courselink.uoguelph.ca/>) is the source for all things related to MGMT\*4000 — assignment details, news, discussion boards, course notes, electronic drop boxes, grades, etc.

## Field Trips:

None.

## Additional Costs:

None.

## Course Policies

### Grading Policies

#### 1) Late Policy

ALL written work—team-based or individual—is due in the correct DropBox at CourseLink **BEFORE** the **start time of your first class meeting time for that week**. For example, students in section 0202 meet at 10:30 AM Mondays and Wednesdays. The first case write-up is due in Week 05. Thus the deadline for this work is 10:30 AM on the Monday of Week 05 — Feb. 2<sup>nd</sup>. 10:31 AM is considered late. The CourseLink DropBox timestamp will be the sole arbitrator to determine whether an assignment is late or not. Submit early to avoid late penalties.

Since the DropBox will close at a specified time, a special “Late Items” DropBox will be available. You can drop your late work in that location. Drop in all relevant documentation as well (doctor’s note, obituary, etc.). Work submitted after the deadline but within the first 24 hours after the deadline is assessed a **50% penalty**. In the case of late team-based work, all members on the team will be assessed the same penalty (see the comments below on Course Policy on Group Work for details). Individual or team work submitted after 24 hours from the deadline is assessed a **100% penalty** (i.e., it receives a grade of zero). The CourseLink DropBox will send out an automated acknowledgement e-mail that the work has been successfully uploaded. ALL submissions, on-time or late, need to be submitted into the DropBox (or Late DropBox) at CourseLink. DO NOT e-mail documents to your professor — DropBox at CourseLink is the only place they are to be submitted!

Rationale: There is a cost to being late. For example: if you file your taxes late, you start paying interest. If you’re bidding on contract and the tender closes at 1:00 PM, it closes at 1:00 PM. If you don’t get your documents filed on time, you’re out of the running for the business.

#### 2) Document Format

Pay particular attention to the **format** of the document you are being asked to submit. Written documents must be in Adobe’s Portable Document Format (PDF). You can create your document using Microsoft Word, Apple’s Pages, Google Docs, etc., but the final submission **must** be in PDF. Submitting the document in the wrong format will result in a **50% penalty**. If you submit a Word document late (for example), you will be assessed only one penalty — either 50% off for wrong format -or- 50% off for late submission.

Rationale: The online document reader at CourseLink works with PDF documents. Word documents may or may not work. Pages, ODF, and other formats do not render. There is a cost to the instructor and TA in terms of time lost downloading an incorrectly formatted document and attempting to make sense of it. PDF documents always work all the time—no issues with fonts, formatting, etc. The business world works in PDF, get used to using it now.

#### 3) Use of plagiarism-detection software

The College of Business and Economics has a licence with Turnitin.com to use their plagiarism detection software. This software automatically scans documents uploaded to the CourseLink DropBox for plagiarism and produces an “originality report.” Students are allowed to see the Originality Report for the work they have submitted. Use this tool to help improve your writing — ensuring that work from other authors is cited and referenced correctly and that you have not inadvertently plagiarized the work of others. Again, you can submit to the DropBox more than once — submit early / submit often and read your Originality Report to improve your writing.

#### 4) Technology policy

Technology problems are a fact of life<sup>1</sup>—therefore you should develop work habits that take possible problems into account. For example, always have a back-up of important work. Start your work early and save your work often. With

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<sup>1</sup> Adapted from George Williams’ “Basic Technology Advice” document (ProfHacker)

the exception of a documented, university-wide catastrophic problem (e.g., a Desire2Learn cloud migration issues making CourseLink unavailable say), technology-related issues will **NOT** be considered grounds for an extension to assignment deadlines or a reason to forgive a penalty for late or wrong format submissions.

With the resources you have available from the University (e.g., a Google Apps for Education account, CourseLink “lockers”, computing resources in the Library) or resources available from other sources (e.g., a personal DropBox account, Google Docs, e-mail, Facebook, smartphones, laptops, internet cafes, roommates with laptops, parents with computers, etc.) being able to create / submit work electronically should never be an issue. Per the university policy on academic consideration (below) extensions may be granted for illness or compassionate reasons only — no academic consideration will be given for technology-related issues.

➔ Please note that these policies are binding unless academic consideration is given to an individual student.

### **Course Policy on Group Work:**

Work submitted by a team of students will be treated as a singular “whole” piece of work and not “a collection of parts.” What does this mean? When creating the document, the team should endeavour to work together to ensure the document is complete and speaks with “one voice.” When teams take a “divide & conquer” approach is usually when trouble begins. For example, if a student copies and pastes a passage into the “introduction” (because that is the “part” they were assigned to write) and the professor or TA later suspects that plagiarism has occurred, the entire team will be investigated for academic misconduct. As mentioned above, all of the members of the team have access to the DropBox and the Originality Report — hence all members of the team have responsibility for the accuracy of the document submitted under the team’s name. Likewise, if one member of the team says “oh yeah, I can submit it” and they forget and it gets submitted late, the entire team takes the late penalty. Why? Everyone on the team can view the DropBox and ensure that the document has (or has not) been submitted prior to the deadline. Likewise, everyone on the team has ownership over ensuring the document is submitted in the correct format. The same logic applies to the content of the document—all members of the team get a grade for the final document; there are not different grades for different parts.

**The team** is responsible for completing the work at hand. Part of this process is having the capability to identify when there are issues with the team and being able to address these issues. By fourth year I trust that you can work effectively as part of a team. The team projects in this course will give you the opportunity to practice and improve upon these skills. However, in **extreme cases** of team dysfunction, members of the team should consult with their professor *as soon as possible* to arrange an intervention. Team dysfunction usually involves a “free rider” who does not contribute to the work, but can involve other personality clashes between team members as well. Only in an extreme case it is possible for the members of the team to receive different grades for a team deliverable. The differential grades will be assigned by the professor.

### **Course Policy regarding use of electronic devices and recording of lectures**

Electronic devices — phones, tablets, laptops: you may bring and use your device in class — provided that you are indeed using it for class work. That said, the Transformation Learning Classroom (a.k.a., The Zone) in FVMI 133 is not conducive to larger footprint (i.e., laptop) device use—small tables, very few power outlets. I reserve the right to ask you to put away your laptop if I find it to be distracting to myself, yourself, or your peers.

Electronic devices — laser pointers. Strictly forbidden.

Electronic recording — electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted (e.g., in the case of a SAS student) they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

## **University Policies**

### **Academic Consideration**

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for

Academic Consideration: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### **Academic Misconduct**

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes

academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...>

## Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services (SAS) as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website:

<http://www.uoguelph.ca/csd/>

## Course Evaluation Information

Please refer to the Course and Instructor Evaluation Website: <https://courseeval.uoguelph.ca/>

## Drop date

The last date to drop one-semester courses, without academic penalty, is Friday, March 6. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>

## Additional Course Information

The following is a detailed week-by-week / class-by-class overview of the course.

### Timeline:

Week Starts:	Jan 5th	Jan 12th	Jan 19th	Jan 26th	Feb 2nd	Feb 19th	Feb 16th	Feb 23rd	Mar 2nd	Mar 9th	Mar 16th	Mar 23rd	Mar 30th
Assessment	Week 01	Week 02	Week 03	Week 04	Week 05	Week 06	Reading Wk	Week 07	Week 08	Week 09	Week 10	Week 11	Week 12
#1	Professionalism Points (15%) individual — all term long...												
#2				Industry Presentation:	5%	(team)							
				Company Overview:	5%	(team)							
#3			Case 1 Analysis:	5%	(team)								
			Case 1 Write-Up:	10%	(individual)								
#3					Case 2 Analysis:	0%	(team)						
					Case 2 Write-Up:	10%	(individual)						
#4									Company Analysis — Write-Up:	15%	(individual)		
									Company Analysis — Presentation:	10%	(team)		
#5												Final Exam:	
												April 16th @ 11:30 AM	25%

**Week 01** • Mon | Tues • Jan 5th / 6th — Introduction, Course Overview, Expectations Setting, What is “Strategy”?, what “strategy tools” do you know already + other usual first day of classes rituals...

Week 01 • Wed | Thur • Jan 7th / 8th — Part One (Chapters 1 & 2) of the Hill, Jones, & Schilling textbook. Read these two chapters, **prepare** the end-of-chapter Discussion Questions, and come to class prepared to answer questions about the two Closing Cases (General Electric’s Ecomagination Strategy and The U.S. Airline Industry). In class discussion, cold-calling students.

➔ Note: by “prepare” we mean exactly that. Read the chapter. Read the mini-case. Apply the ideas from the chapter to the questions about the mini-case. In your own words using your own ideas. We’re not interested in whether or not you can Google the mini-case solutions or not.

**Week 02** • Mon | Tues • Jan 12th / 13th — Part Two (Chapters 3 & 4) of the Hill, Jones, & Schilling textbook. Read these two chapters, prepare the end-of-chapter Discussion Questions, and come to class prepared to answer questions about the two Closing Cases (Strategy Competitive Advantage at Starbucks and Lean Production at Virginia Mason). In class discussion, cold-calling students. Begin forming teams for future team projects.

Week 02 • Wed | Thur • Jan 14th / 15th — How to Attack a Case (Part I): High-level Analysis. Preparation for this class: read Case 5 TML Foods and make your own notes about this case based on ideas from the previous two classes (external analysis [Ch. 2] and internal analysis [Ch. 3]). In class discussion, cold-calling students.

**Week 03** • Mon | Tues • Jan 19th / 20th — Part Three (Chapters 5, 6, and 7) of the Hill, Jones, & Schilling textbook. Read these three chapters, prepare the end-of-chapter Discussion Questions. Come to class having read the chapters and prepared to answer these questions (and more!) about the business level strategy ideas of the text.

Week 03 • Wed | Thur • Jan 21st / 22nd — Finish up Part Three (Chapters 8, 9, and 10) of the Hill, Jones, & Schilling textbook. Read these three chapters, prepare the end-of-chapter Discussion Questions. Come to class having read the chapters and prepared to answer these questions (and more!) about the business level strategy ideas of the text.

**Week 04** • Mon | Tues • Jan 26th / 27th — How to Attack a Case (Part II): Detailed Analysis. Read Chapter 16 of the textbook (Assessing Strategy and Proposing Change) and familiarize yourself with the strategic analysis tables. We will work on key tables from this chapter as it applies to the TML Foods case (Case 5) which you are already familiar with.

Week 04 • Wed | Thur • Jan 28th / 29th — Finish up “How to Attack a Case (Part II): Detailed Analysis.” Deadline for team list submission. First team assignment is due next week...

**Week 05** • Mon | Tues • Feb 2nd / 3rd — Tools for Future Manager’s Week. Part I — Effective Presentations. See notes and additional materials at CourseLink. [Note: we may flip presentations and writing; either way both topics will be covered this week.]

Team portion of first case write-up DUE (5%). The team will write-up and submit one document which contains all of the relevant analysis (tables) for the case. Even though it is lengthy, it is only worth 1/3 of the total grade for this case. The best document in the class will receive a bonus of 2½ marks which will fall to the bottom line. This document will be shared with the rest of the class. Students will receive feedback on their document within 2-3 days. Thus, students can use their document, the instructor feedback on their document, and the best analysis document in the class to prepare their own individual submissions due the following week.

Week 05 • Wed | Thurs • Feb 4th / 5th — Tools for Future Manager’s Week. Part II — Effective Writing (Reports and Handouts). See notes and additional materials at CourseLink.

**Week 06** • Mon | Tues • Feb 9th / 10th — External Analysis / Industry Analysis Presentations for team projects. Short (5 minute) presentations (5% — team grade).

Week 06 • Wed | Thur • Feb 11th / 12th — Internal Analysis / Company Overview Handout “presentation” for team projects. Again, short (5 min) presentations + hand-out material (5% — team grade).

First case write-up DUE (**10%** Individual): Case Analysis for Case 9 — 3M. The team has already submitted one document (last week) which contains all of the relevant tables for the case. EACH student on the team submits his or her own analysis and conclusions. Thus if you want a good grade on your individual work, you will have to contribute to the team effort. See write-up details in the assignment description at CourseLink. All of the grading will be done over Reading Week. Optional peer evaluation for free-riders, but you must consult with your professor regarding your team's dysfunction prior to the submission deadline for peer evaluation consideration.

### **READING WEEK — Monday, February 16th to Friday, February 20th**

➔ Sadly no classes this week ☹

**Week 07** • Mon | Tues • Feb 23rd / 24th — Debrief. Go over case write-up. What worked. What didn't. Dissect and discuss presentations. Postmortem on handout materials. Team portion for second case analysis due this week (0%). Individual submissions are due next week.

Week 07 • Wed | Thur • Feb 25th / 26th — Part Four (Chapters 11, 12, and 13) of the Hill, Jones, & Schilling textbook. Read these three chapters, prepare the end-of-chapter Discussion Questions. Come to class having read the chapters and prepared to answer these questions (and more!) about the business level strategy ideas of the text.

**Week 08** • Mon | Tues • Mar 2nd / 3rd — Second case write-up DUE (**10%** — 0% Team|10% Individual): Case Analysis for Case 7 — Intel. Like before, the team submits one document which contains all of the relevant tables for the case + each individual submits one document using this analysis for their own work on the case. The team portion is worth zero marks but it needs to be completed. Like before, the best write-up in the class will receive 2½ bonus marks and be shared with the rest of the teams. See write-up details in the assignment description at CourseLink.

Week 08 • Wed | Thur • Mar 4th / 5th — take up the second case in detail. What worked, what didn't work, areas for improvement, etc.

**Week 09** • Mon | Tues • Mar 9th / 10th — Strategic Scenarios I — bell-ringer style exercise. Student teams are randomly given a company and a tool (e.g., Tim Hortons + SWOT, BlackBerry + PESTLE, etc.) and ½ an hour to develop a very short presentation and/or hand-out to management.

Week 09 • Wed | Thur • Mar 11th / 12th — Strategic Scenarios II — thinking on your feet. Similar to above: student teams are given a strategic management / ethical dilemma story ripped from the headlines and ½ an hour to develop a very short presentation / hand-out to management.

**Week 10** • Mon | Tues • Mar 16th / 17th — Formative case I — students read and prepare a case from the text (Case 6 — WesternZagros). We will discuss the case in class. Students who are not prepared will lose Professionalism Points.

Week 10 • Wed | Thur • Mar 18th / 19th — Formative case II — students read and prepare a case from the text (Case 3 — Christian Gleaners). We will discuss the case in class. Students who are not prepared will lose Professionalism Points.

**Week 11** • Mon | Tues • Mar 23rd / 24th — Company Analysis write-up DUE (**15%**) Similar to case submissions—team hands in appendices (no grade this time), students hand in individual reports based on those appendices. Company Analysis formal presentations (**10%**) day 1 of 3. All presentations are due this week even if they won't be presented until next week.

Week 11 • Wed | Thur • Mar 25th / 26th — Company Analysis formal presentations day 2 of 3.

**Week 12** • Mon | Tues • Mar 30th / 31st — Company Analysis formal presentations day 3 of 3.



Week 12 • Wed | Thur • Apr 1st / 2nd — Two Stage Final Exam walk-thru using a sample exam. Individual simulated exam (30 minutes). Team simulated exam (30 minutes). Debrief (20 minutes). Course wrap-up.

**Details on Course Assessments:**

**“Professionalism” points:** You are given 15% of your grade right off the top for “professionalism”. The 15% of their grade translates to 30 points. The expectation is that if you behave in a professional manner, you will retain these points. Working on a demerit system, unprofessional behaviour will eat up points. For example: coming late to a class meeting -1 point. No contribution to a class meeting -3 points. There is no set rubric; these points are at the discretion of the instructor.

**Company Write-Up:** Teams choose one company from the following list...

Retail / Grocery	Finance	Resources
Loblaws Sears Sobeys	Scotiabank Manulife Alberta Treasury Branch	CNRL Kinross Suncor
Telecom	Food Service	Others / NGOs
Shaw Blackberry Rogers	Cara Second Cup Starbucks	➔ If you wish to analyze a company not on this list, consult your professor...

Company choice is first come, first serve. The first team to e-mail their professor with the list of students on the team (4 students / team) gets the first choice of companies. Email only — the email timestamp will determine which team got in first!

More details on these assessments and on other case write-up expectations, presentation expectations, etc. will be available at CourseLink as the course progresses.