



BUS 310 -- Business Strategy (3 credit hours)

Fall 2011

Class Schedule

Time: Mondays from 2:30 – 5:15 pm

Location: Room A2141

Moodle course link: <https://my.ambrose.edu/moodle/course/view.php?id=201>

Moodle enrolment code: BUS310

Instructor Information

Instructor: Angie Redecopp, MBA, LLB, B.Ed
Partner, Borden Ladner Gervais LLP

Phone: (403) 232-9504

Email: aredecopp@ambrose.edu

Office: Room L2060

Office hours: Mondays from 1:30 – 2:30 or by appointment

Course Description

From Academic Calendar – This course develops the theoretical and practical knowledge to set up and manage a business in Canada. Students are introduced to elements of successful entrepreneurship which include opportunity identification and assessment, economic development potential, alternative forms of work arrangements in the new economy, characteristics and forms of small business, time management, and government and legal considerations. Students will be engaged in simulated management decision-making through case studies and by developing a hypothetical business plan.

Updated – In this course students learn to analyze the internal and external environments of a business firm and apply concepts relating to the formation and implementation of business-level and corporate-level strategies. The integration of strategic management and functional areas such as marketing, finance, etc., is also emphasized in highlighting the links between strategic challenges, management evaluation and decision-making, firm performance and competitive advantage.

Expected Learning Outcomes

The primary objective of the course is for students to develop the skills and ability to analyze, evaluate and develop corporate strategies for businesses in various environments and industries, and to present the results of their analysis clearly and persuasively.

It is expected that students will:

- Gain a solid foundation of the basic theories, principles and concepts that encompass business strategy – inputs, formulation and implementation
- Critically analyze business strategy on the grounds of effectiveness, viability and ethical standards
- Practice skills for more effective communication and interaction with others
- Evaluate leadership styles to better understand the art and skill of strategic leadership

- To reflect on corporate social responsibility and Christian values as they relate to business strategy

Think – Communicate – Lead!

Required Text & Materials

Textbook:

Hitt, Ireland, Hoskisson, Rowe and Sheppard, *Strategic Management: Competitiveness and Globalization - Concepts*, 3rd Canadian edition. Nelson Thompson Learning, 2009.

Supplemental Readings:

The Globe & Mail

Strategic Management Journal, Harvard Business Review and other journals and case studies (as assigned)

Book selected for Book Review & Presentation

The textbooks are available in the bookstore and will be an integral part of course readings and preparation for class discussions. Your individual book selected for the Book Review & Presentation can be obtained from the instructor. Newspapers and journal articles can be accessed at or via the library. Case studies will typically be provided to you.

Course Requirements

Course grading and evaluation will be conducted according to the following elements:

Midterm exam (closed book)	15%
Final exam (open book)	15%
Case study assignments:	
Case study assignment #1 (written, individual)	10%
Case study assignment #2 (written & oral, group)	15%
Case study assignment #3 (written, individual)	15%
Book review & presentation	15%
Class participation & discussion	15%

Examinations:

A mid-term examination will be held in November, encompassing topics covered in the course to that point. Further details will be provided at a later date. The course will conclude with a final examination focused on applying the topics covered in the course and will be an open book examination. The final exam will take place during the exam period in December as scheduled by the Registrar’s Office. Graded final examinations will only be made available for supervised review, at the request of the student.

Case Study Assignments:

One of the objectives of the course is for students to improve their skills in the analysis, writing and presentation of business case studies. In order to achieve this, students are required to write formal case study reports on a particular company or business strategy scenario. Working through the case to determine which information is relevant or not is part of the challenge. In many cases the information may not be complete. In reality, most business decisions are made without perfect or complete information. Managers must make sound decisions based on critical analysis using the best information available. Students will be expected to write effectively and

succinctly, presenting their ideas and recommendations in a style suitable for business executives to read and understand within a short period of time.

For Case Study Assignment #2 (done in groups), in addition to the written report, students will also develop a presentation (10-15 minutes in length) to deliver in-class that summarizes their findings and recommendations from the case study. The format for this presentation will typically include PowerPoint or overhead slides along with hand-outs for the class. However, other creative elements such as audio/visual materials, simulations, etc., may also be utilized.

All hand-in assignments and exams must include the course name, instructor's name, student's name and ID number.

Book Review & Presentation:

Students will choose (in consultation with the instructor) a book from a short list of books on corporate strategy topics or on companies demonstrating corporate strategy principles. The student will read the book and prepare and present a review and analysis of the topics covered in the book as well as respond to other research questions as applicable. The presentation will be 10-15 minutes in length and the format for this presentation may include PowerPoint or other creative elements and must include hand-outs for the class. Student presentations will be scheduled based on the book assigned/chosen and book specific instructions will be given.

Class Participation & Discussion:

Group discussions and analysis of course topics will be a key component of learning throughout the term. Students are expected to attend all classes, having prepared for class by reading the assigned text chapters and business cases ahead of time and actively participate in group discussions. The skills needed to participate effectively in class and present your ideas are the same skills required to be effective in the business world. The ability and willingness to speak up in front of others is an important skill for students to develop. Time will also be allowed throughout the term for discussion of current events and topics in the news that relate to business strategy. In addition, students may occasionally be required to complete take-away assignments prior to the next class that will assist in the learning and reinforcement of course material. If external circumstances or illness prevent you from attending or adequately preparing for a class, please let the professor know so that this can be taken into account, as repeated absences from class will negatively impact a student's individual participation grade.

Class participation includes but is not limited to the following items:

- Completing homework assignments by due date that are required for in class exercises
- Being prepared for and contributing to class discussions and exercises
- Group presentation skills and involvement

In-Class Use of Electronic Devices

The use of personal electronic devices by students in-class is purely at the discretion of the instructor. The use of music players, earphones, cell phones, PDAs, or any other personal entertainment devices will not be allowed in this class at any time. Typically, laptop or notebook computers may be utilized only for taking notes or reviewing course materials if necessary. However, if laptop use becomes a distraction for other students in the class, or is used for activities that are not class-related (i.e. internet browsing, playing games, watching videos, emailing, chatting, etc.), the instructor will ask the student to stop using the laptop and put it away, and make a deduction to the student's course participation grade – 10% deduction for first instances; additional 20% deduction and loss of laptop use for the remainder of the semester for any repeat instances.

Audio or video recording of class lectures is strictly prohibited without the prior expressed consent of the instructor.

Grading

The available letters for course grades are as follows:

<i>% Grade</i>	<i>Letter Grade</i>	<i>Description</i>
95% to 100%	A+	Excellent
90% to 94%	A	
85% to 89%	A-	Good
80% to 84%	B+	
76% to 79%	B	
72% to 75%	B-	
68% to 71%	C+	Satisfactory
64% to 67%	C	
60% to 63%	C-	
55% to 59%	D+	Minimal Pass
50% to 54%	D	
0% to 49%	F	Failure

To pass the course, students must achieve an overall grade of at least 50%. Failure to submit an assignment or write an exam on the assigned date without legitimate reason (i.e. evidenced illness) or prior approval of the instructor may result in a failed grade for the course. In the case of legitimate or approved absence, and at the instructor's discretion, the assigned date may be rescheduled to a later date, or if this is not practically possible, the marks reallocated to other components of the course grade.

Please note that final grades will be available on your student portal. Printed grade sheets are no longer mailed out.

Important Dates for Registration, Withdrawal, and Course Auditing

Sunday, September 18, 2011, is the last day to enter a course without permission or to withdraw from a course without incurring a financial penalty in terms of tuition refund.

Monday, November 14, 2011, is the last day to voluntarily withdraw from a course or change to audit without academic penalty.

Course withdrawal forms are available from the Registrar. Students who do not follow the proper withdrawal procedures will be recorded as having failed the course.

Important Notes

Students are advised to retain this syllabus for their records.

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Student Handbook and Academic Calendar. Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination

period unless they have received permission for a “Course Extension” from the Registrar’s Office. Requests for course extensions or alternative examination time must be submitted to the Registrar’s Office by the appropriate deadline (as listed in the Academic Calendar <http://www.ambrose.edu/publications/academiccalendar>). Course extensions are only granted for serious issues that arise “due to circumstances beyond the student’s control.”

*Academic dishonesty is taken seriously at Ambrose University College as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else’s ideas, words, or work as one’s own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to give credit to another person’s ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from Ambrose. Students are expected to be familiar with the policy statements in the current Academic Calendar and the Student Handbook that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student’s permanent record. **We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Plagiarism and cheating can result in a failing grade for an assignment, for the course or immediate dismissal from Ambrose.***

Course changes, including adding or dropping a course, may be made during the Registration Revision period, as outlined in the Calendar of Events. All course changes must be recorded on a Registration form, available from the Office of the Registrar. Due to circumstances such as class size, prerequisites or academic policy, the submission of a Registration form does not guarantee that a course will be added or removed from a student’s registration. Students may change the designation of any class from credit to audit up to the date specified in the Calendar of Events, although students are not entitled to a tuition adjustment or refund after the Registration Revision period.

Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. Students intending to withdraw from some or all of their courses must submit a completed Registration form to the Registrar’s office. The dates by which students may voluntarily withdraw from a course without penalty are listed in the Calendar of Events. A grade of ‘W’ will be recorded on the student’s transcript for any withdrawals from courses made after the end of the Registration Revision period and before the Withdrawal Deadline (also listed in the Calendar of Events). ‘W’ grades are not included in grade point average calculations. A limit on the number of courses from which Academic a student is permitted to withdraw may be imposed. Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Office of the Registrar in writing within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal to review final grades. If the appeal is sustained, the fee will be refunded.

BUS 310 – Business Strategy
Course Outline and Weekly Reading Schedule

Date	Class Topic	Text Chapters	Additional Readings
Sept 12 th	Introduction and Course Overview Strategic Management and Competitiveness <ul style="list-style-type: none"> • Vision and Mission Statements • Stakeholders 	1	Porter, Michael E. and Kramer, Mark R. Creating Shared Value. <i>Harvard Business Review</i> (Jan-Feb 2011): 62-77. Drucker, Peter F. The Theory of Business. <i>Harvard Business Review</i> (Sep-Oct 1994): 95-104.
Sept 19 th	Strategic Management and Firm Performance <ul style="list-style-type: none"> • Balanced Scorecard • Alternate Forms of Measurement 	2	Levy, Eskew, Bernotat and Barner. Who Owns the Long Term? <i>Harvard Business Review</i> (Jul-Aug 2007): 1-7.
Sept 26 th	The External Environment <ul style="list-style-type: none"> • Industry Evolution • Porter’s Competitive Forces Writing and presenting a business case study	3	McGahan, Anita M. How Industries Change. <i>Harvard Business Review</i> (Oct 2004): 86-94.
Oct 3 rd	The Internal Environment <ul style="list-style-type: none"> • Value Chain 	4	Prepare business case study for in-class discussion.
Oct 10 th	Happy Thanksgiving! (no class) “Therefore, since we are receiving a kingdom that cannot be shaken, let us be thankful, and so worship God acceptably with reverence and awe.” Hebrews 12:28		
Oct 17 th	Business Level Strategy <i>Starbucks</i> – book presentation Competitive Dynamics	5 6	A revised Course Outline and Weekly Reading Schedule with the remaining additional readings will be provided later in the semester.
Oct 24 th	Corporate Level Strategy <ul style="list-style-type: none"> • Overview of Types of Corporate Level Strategies Assignment: Case study #1 (individual) written reports due	7	
Oct 31 st	Corporate Governance Organizational Structure and Controls <ul style="list-style-type: none"> • Innovation <i>FedEx</i> – book presentation	11 12	

Nov 7 th	Mid-term exam Strategic Leadership	13	
Nov 14 th	Acquisition and Restructuring Strategies <i>Small Giants</i> – book presentation <i>Drucker</i> – book presentation	8	
Nov 21 st	Case Study #2 (group) presentations International Strategies Assignment: Case study #2 (group) written reports and presentations due	9	
Nov 28 th	Cooperative Strategy <ul style="list-style-type: none"> • Franchising Corporate Social Responsibility <i>Triple Bottom Line</i> – book presentation <i>Built to Last</i> – book presentation	10	
Dec 5 th	Strategic Entrepreneurship Course Review Assignment : Case study #3 (individual) written reports due	14	

Note: The dates and order of topics outlined in this schedule may be subject to change at the instructor's discretion throughout the term. Any changes will be communicated in advance
Course Outline and Weekly Reading Schedule – last updated September 8, 2011.

BUS 310 – Business Strategy
Book Review & Presentation – Book Options

Process – please advise the instructor via e-mail of your first, second and third book choices by September 16th. To the extent that preferences cannot be accommodated, the selection will be random. You will be provided with your assignment on September 19th. As you will see in the summaries below, easier to read/shorter books will have a greater research component. Books range in value from approximately \$15-30 and available from the instructor.

Book Reference: Michelli, Joseph A.: *The Starbucks Experience: 5 Principles for Turning Ordinary into Extraordinary*. McGraw-Hill, 2006.

Presentation Date: October 17, 2011

Summary of Book & Assignment: This is an easy to read book (208 pages) that focuses on the “keys” to Starbucks success. In addition to a summary of the book, your presentation will need to address significant research findings on such topics as differentiation strategy, barriers to entry, leadership changes at Starbucks and overviews of companies with similar strategies.

Book Reference: Birla, Madan: *FedEx Delivers: How the World’s Leading Shipping Company Keeps Innovating and Outperforming the Competition*. Wiley, 2005.

Presentation Date: October 31, 2011

Summary of Book & Assignment: This is an easy to read book (215 pages) that focuses on innovation as the key to FedEx’s success. In addition to a summary of the book, your presentation will need to address significant research findings on such topics as sustainability of competitive advantage, performance measurement, leadership practices, quality indicators and updated statistics on FedEx.

Book Reference: Birlingham, Bo: *Small Giants: Companies that Chose to be Great Instead of Big*. Portfolio, 2007.

Presentation Date: November 14, 2011

Summary of Book & Assignment: This is an easy to read book (258 pages) that focuses on successful private companies that have not focused on growth for the sake of growth and the strategies and practices that have made them successful. In addition to a summary of the book, your presentation will need to address significant research findings on such topics as succession planning, community alliances, mission statements and a comparison to Canadian “small giants”.

Book Reference: Pearce, Craig L., Maciariello, Joseph A. and Yamawaki, Hideki: *The Drucker Difference: What the World’s Greatest Management Thinker Means to Today’s Business Leaders*. McGraw-Hill, 2009.

Presentation Date: November 14, 2011

Summary of Book & Assignment: This is a more academic, though quite readable book (320 pages) that applies some of Drucker’s lessons to the current business environment. In addition to a summary of the book, your presentation will need to address some research findings on such topics as changing strategies, leadership and practical application of Drucker’s lessons.

Book Reference: Elkington, John: *Cannibals with Forks: The Triple Bottom Line..* Wiley, 1999.

Presentation Date: November 28, 2011

Summary of Book & Assignment: This is a tougher but interesting read (424 pages) that focuses on sustainability and corporate social responsibility. In addition to a summary of the book, your presentation will need to address minimal research findings on such topics as recent corporate social responsibility examples.

Book Reference: Collins, Jim: *Built to Last: Successful Habits of Visionary Companies*. Collins Business, 2004. (Originally published in 1994.)

Presentation Date: November 28, 2011

Summary of Book & Assignment: This is a more academic though quite readable book (368 pages) that focuses on successful well-known companies such as IBM and Wal-mart and what has made them successful. In addition to a summary of the book, your presentation will need to address some research findings on such topics such as core ideology, leadership styles and a comparison to Canadian “visionary companies”.