

PROVIDENCE UNIVERSITY COLLEGE
472.42 – Strategic Management
3 credit hours
2012 Winter

Professor: Bruce Duggan, MBA
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Office: 2H22

Website: <http://bullaer.prov.ca/SM>

Classes: Tue 11:10 –12:25 2H60 (Seminar Hub)
Thu 11:10 –12:25

Office hours: Mon 2:30 – 4:00
Tue 1:30 – 2:30
Thu 8:30 –10:00
Fri 1:30 – 2:30

Email to set up appointments at other times.

SYLLABUS

A. COURSE DESCRIPTION

This course is the final course of the business program. It takes students to the core of business decision-making, integrating the skills taught in all the business courses that precede it. Because this is the capstone course of the program, students should expect to put more time into this course than any other they have taken.

B. COURSE OBJECTIVES

Business strategy tackles a deceptively-simple question: How can this business thrive? Like almost all simple questions, this one has complex answers. Finding and implementing those answers is the fundamental job of general managers—and of all leaders in business.

Addressing the fundamental question of how a business can thrive generates a broad range of intermediate questions: What business are we in? Are we good at it? Is it a good business to stay in? What products and services should we sell? How? Why? Who wants what we have to offer? How should we create (or purchase) those products and services? What obstacles will we face? How will we know we are succeeding? What will we do if we begin to fail? What competition will we face? How will we respond to that

competition? What opportunities and difficulties do we face now and in the foreseeable future? How will we respond to them?

Coming up with the wrong answers to these questions can quickly bankrupt a company. Finding the right ones can provide a durable foundation for a business's success.

This course seeks to equip students with the tools necessary to answer these questions.

As ambitious as that goal may seem, it is not enough for a course in Christian business strategy. In addition to the strategic questions (who, what, where, how), students will be challenged to also ask why. Why is this the right business to be in—the right products and services to sell, the right sales and management approaches to take—for us as Christians?

Classes will consist primarily of case discussions and simulations, supplemented by analysis of the conceptual and theoretical underpinnings of strategic planning. Because this is a senior course, significant depth of thought will be required.

As well, significant reading in both cases and conceptual material will be required outside of class. Intensive group work will also be required.

C. COURSE TEXTS

Wheelan, T. L., Hunger, J. D., & Wicks, B. (2005). *Concepts in Strategic Management*, Cdn. ed. Toronto: Pearson Education Canada. ISBN: 0131214977 ISBN-13: 9780131214972.

Additional readings will be assigned.

D. COURSE REQUIREMENTS

1. Preparation

Students are required to prepare for and attend all classes. All assigned readings must be completed prior to class. *Note: There are readings assigned to be completed prior to the first class.*

2. Participation

This is a seminar course. Participation is more than just attending class; it means entering fully into class discussions and exercises. Students are expected to share concepts, information, and experiences—and to listen and respond to the contributions of others. Differing points of view are encouraged, and students are welcome to put forward positions they may not agree with. The goal throughout is a thorough, lively, and loving exploration of ideas.

During class, you should

- be able to demonstrate knowledge of all the materials covered
- be ready to make thoughtful comments
- relate them to your work and personal experiences
- respond to the materials, the professor, and the ideas of fellow students.

While your voluntary participation is strongly encouraged, you should be prepared to respond when called upon to give your views. On the other hand, you should avoid continuously dominating class and group discussion. The most valuable elements of participation are:

- reading the materials beforehand
- listening carefully to what others have to say
- responding to those comments

The course will include case discussions, simulations, short exercises, and group work. The involvement of every student in these activities is essential to the success of the activities and to their value as learning tools. Your involvement in these activities will be given significant weight in assessing your participation mark.

3. Study Groups

Students are expected to work as a study group outside of class. This group is expected to meet *at least* once per week. This study group will be expected to:

- Share study notes.
- Proof-read each others' writing when requested.
- Discuss reading assessments and other written materials as required.
- Analyze and present cases together.

The instructor will assess study group participation through a method agreed with the class.

4. Cases

The study group will present three cases during the semester. The first two cases will be assigned ones. The final one may be any case from case books made available by the instructor. Picking a challenging case will naturally get higher marks than picking an easy one.

You know what format is expected from you in case presentations. In this course, you are expected to do considerably more preparatory work and provide deeper insights into the cases than in previous presentations.

5. *Quizzes*

There will be no quizzes.

6. *Reports*

During the semester, each student will write a maximum of four reports. They will be framed as a request for an analysis on some strategy topic, book, or article from senior management or other decisionmaker. You are invited to make suggestions on topics, books, and articles that the class could assess.

A report submission is to consist of four parts (in order):

- A cover page
- The final draft
- Your first draft
- Your rough notes

The cover page must conform to the Chicago/Turabian cover page format for an essay.

The final draft is required to conform to a standard business report format outlined in texts available on reserve in the library. It is to be no less than three and no more than four pages long.

The rough notes and first draft can be of any length and format. They will, normally, not be marked.

Reports are due at the beginning of the class. Students should come to class on these days prepared to summarize and discuss their assessments in class.

Each report will be evaluated for:

- Summary quality
 - Did you accurately and succinctly summarize the points made?
- Analysis
 - Did you relate it to potential business situations?
 - Did you relate it to course materials?
 - Was your assessment of the article insightful?

- Writing style
 - Clarity
 - Grammar
 - Appearance

7. *Other Readings*

Students should also expect an additional reading in any week that a reading assessment is not due. You are required to read it before the next class, and be prepared to discuss it.

8. *Final exam*

The final exam is cumulative and will be held:

- Mon, April 16th, 11:00 – 1:00

The final exam is cumulative and will consist of one or two cases.

The date and time of the exam is subject to change by the Registrar's Office.

E. GRADING SUMMARY

Excellent	A+	4.0	>92
	A		85-92
	A-		80-84
Very Good	B+	3.5	77-79
	B	3.0	73-76
Good	B-		70-72
	C+	2.5	67-69
Satisfactory	C	2.0	63-66
	C-		60-62
Marginal	D+	1.0	57-59
	D		53-56
	D-		50-52
Failure	F	0.0	<50

<i>Group Work</i>		<i>Individual Work</i>	
Case 1	10%	Readings	15%
Case 2	10%	Final exam	20%
Case 3	15%	Class Participation	20%
Group Participation	10%		
Total	45%	Total	55%

F. COURSE POLICIES

Full text to the academic policies, procedures and regulations of Providence College can be found online in the Student Handbook (http://www.providencecollege.ca/college/student_life/) and the College Academic Calendar (http://www.providencecollege.ca/college/programs/registrars_office/calendar/).

9. *Class Attendance Policy*

Students are required to provide an explanation for absences, using the Absence Form available in the Registrar's Office. Absences will affect the participation grade.

10. *Late Assignment Policy*

Assignments will not normally be accepted late. Assignments will be collected at the beginning of class on the day they appear in the class calendar.

Penalty for late assignments can be worth from 10% to 100% of the mark, depending on the importance of the lateness and on the nature of the assignment. If a student hands in a late assignment and wishes it to be considered for partial marks, they must submit it with the Late Assignment Form available in the Registrar's Office.

11. Plagiarism

Students are expected to demonstrate academic integrity in all its various forms, and will be held accountable for doing so by the policy on Academic Conduct in the Student Handbook (http://www.providencecollege.ca/college/student_life/).

One particularly problematic breach of academic integrity is plagiarism, which is stealing from the ideas and writings of another person and passing them off as one's own. For an elaboration of the nature, types, and prevention of plagiarism, see the Providence College document entitled "Academic Dishonesty: The Problem of Plagiarism in Academic Writing," in the Providence College Academic Formation Guide available in the Bookstore.

12. Final Exam Policy

All requests to have a final exam rescheduled must be approved by the Academic Committee in accordance with the Early Leave Policy (available in the College Academic Calendar http://www.providencecollege.ca/college/programs/registrars_office/calendar/).

13. Missed Exams

Students who miss exams other than a final exam are responsible to contact the professor within one week of the exam date if they still wish to write the exam. Permission to do so will be given to only those students who present evidence or reasonable grounds acceptable to the professor for having missed the exam. The format of the exam will be at the discretion of the professor, with essay questions likely. Students who do not write an exam by at most two weeks after the exam date will receive a grade of zero for that component of the course.

Exceptions to final exams must be processed by appeal to the Academic Committee.

14. Information and Communication Technologies in the Classroom

Student use of information and communication technologies for purposes other than class note-taking is not allowed in the classroom, as students are expected to give their total attention to class activities. Use of cell-phones or iPods is never appropriate in the classroom, and use of laptop computers to play games, chat with others, browse the internet, or engage material not related to the class is always distracting to classmates and disrespectful to the instructor. Unlike some other post-secondary institutions, Providence has not yet found it necessary to ban laptops from the classroom, or prevent wireless internet access in classrooms. Only judicious use of them will keep it that way.

G. COURSE SCHEDULE

days	week	topic	have read		reports	activity
			text	handout		
Jan 12	1	Introduction				
16	2	Ethics & Vision	1	Working Through A Case; An Approach to Case Analysis		
19			2			
23	3	Environmental Scanning	appendix			sim: Adrenaline Sports
26			3		r1	Carson Toys
31	4	Organizational Analysis	4			Blue Whale
Feb 6	5	Situation Analysis	5	Mintzberg, ch. 4		
9						
13	6	Corporate Strategy	6			
16						Harley Davidson
23	7	Functional Strategy	7			
27	8	Organizing	8			Abrekebara
Mar 1					r2	book presentations
<i>Reading Week</i>						
12	9	Staffing	9			
15						Meubles Canadel
19	10	Evaluation and Control	10			
22						Case presentation 2: K-Mart
26	11	Non-Profits	11		r3	
29						
Apr 2	12	So...?				AWARE
5						
9	13	So...?				Case presentation 3
12						

Cases assigned may change.

Other potential cases:

- Body Shop
- Starbucks
- Carnival
- Inner-City Paint
- Non-Stop Yacht
- Harlequin
- Audible (electronic books)
- The Loewen Group (Funeral Homes)
- Cola Wars Continue