



BEEDIE SCHOOL OF BUSINESS SIMON FRASER UNIVERSITY

COURSE: BUS 478, Section E100
TITLE: Strategy
SEMESTER: Spring 2024 (1241)
CLASSROOM: E100 AQ 3149 Tuesday, 16:30
D400 WMC 3250 Thursday, 11:30

INSTRUCTOR: Jerry Sheppard
Office: WMC 4387
Hours: Tuesday: 15:30 – 16:10
Thursday: 10:40 – 11:20
Phone: 778-782-4918
E-mail: sheppard@sfu.ca

Pre-requisites:

Bus. 207, (or Econ. 201 or Econ. 301), Bus. 312, 343, 360W & 374 or 381, all with a grade of C- or better, & 90 credits.

Objectives

1. Develop a capacity to think strategically about a firm, its business position, how a firm can gain a competitive advantage.
2. Conduct strategic analyses in a range of industries, firms and situations to develop a grasp of the competitive trials of a global environment.
3. Get acquainted with managerial tasks related to strategy formulation, and what managers can do to promote competent implementation.
4. Integrate knowledge from other courses to see how business functions fit together and why all parts of a firm need to be managed in harmony.

Textbook

Hitt, Ireland & Hoskisson, *Strategic Management, Competitiveness and Globalization, Concepts*, 12th edition or later. Cengage. ISBN: 9781305502208.

Grades

Individual Written Grades	
Strategy Formulation	16%
Integrate- Recommend- Implement	16%
Written Executive Summary	16%
Individual Participation Grades	
Participation	11%
Presentation Performance	7%
Peer Evaluated Group Contribution	6%
Group Work Grades	
Written Case Synopsis	8%
Case Presentation	10%
Written Executive Summary	10%

Class participation

Group participation and a positive contribution to class discussion are integral parts of the course; *coming to class is not enough!* Attendance accounts but contribution to discussion accounts more. The best way to contribute is to be prepared by reading the material in advance and saying something in class. Keep in mind that the quality of your contribution will also be evaluated.

Individual Analyses & Executive Summary

Individual firm strategic formulation and implementation analyses, along with an Executive Summary are on the **Coop** case. The case is an introduction to the firm; you should do additional research to update and complete, as much as possible, information on the business. Your analyses should use the doc. files linked to “Blank strategy formulation template” and “Blank integration, recommendation and implementation template” available on the class Bus. 478 Canvas website.

Scale Conversions

Scale conversions on all assignments are as follows:

$$\text{GPA Grade} = [\% \text{ Grade} / 7] \wedge .5$$

$$\% \text{ Grade} = [\text{GPA scale} \wedge 2] \times 7$$

Group work

You’ll form groups of four to six people in the first week. Groups should have folks who have a range of skills, and can work well together. You will be evaluating others in the group. The average grade for the group is to be 3.1. If you choose not to fill out a grade form, all group members will receive a 3.15.

Groups also write a 5-8 page synopsis of a firm of your choice covering firm history, environment, current state & main strategic challenges. At term’s end groups present a 30-min. analysis of the firm. Groups then have two days to complete a written Executive Summary of their analysis.

Session Breakdown

Most sessions include a short ‘Essentials’ lecture on main chapter points, a strategy based exercise and / or a case (a 20%, 40% 40% split).

If you want them more in-depth coverage of the concepts, you can find full concepts chapter lectures. These are Power Point presentations with audio that plays once you start the slide show & when prompted you have to click ‘NEXT’ to get to the next point.

Schedule

	Class	Topic Detail	Tasks	Hand in
Formulation & Integration	Tue. Jan. 09	Intro. to Strategic Management. Strategy Case Analysis.	Read Chapter 1. Look over the Case PowerPoint Slides.	
	Tue. Jan. 16	External & Internal Environment.	Read Chapters 2 and 3. Prepare to discuss The IMI Case.	
	Fri. Jan. 19	Group lists.	Hand in Group lists.	Group Lists
	Tue. Jan. 23	Business Level Strategy. Corporate Level Strategy	Read Chapters 4 and 6. Prepare to discuss the in class Exercises A & B on the RV Industry.	
	Tue. Jan. 30	Competitive Rivalry & Dynamics. International Strategy.	Read Chapters 5 and 8 Prepare to discuss The Tom’s Case.	
	Tue. Feb. 06	Cooperative Strategy.	Read Chapter 9 Prepare to discuss the Carlsberg Case. Devise a critique of the Carlsberg slides.	
	Thur. Feb. 08	Formulation Analysis.	Hand in Individual Formulation Analysis.	Formulation analysis for Coop
	Tue. Feb. 13	Organization Structure and Controls.	Read Chapter 11. Prepare to discuss the Deepwater Horizon Case.	
	Tue. Feb. 27	Restructuring.	Read Chapter 7. Prepare to discuss Exercise C: A to Z.	
Implementation	Thur. Feb. 29	Individual Integration, Recommendation & Implementation Analysis.	Hand in individual Integration, Recommendation and Implementation Analysis.	Coop integration, recommendation & implementation
	Tue. Mar. 05	Corporate Governance.	Read Chapter 10. Prepare to discuss Exercise D: Bayer.	
	Tue. Mar. 12	Leadership.	Read Chapter 12. Prepare to discuss the Vestas Case	
	Thur. Mar. 14	Individual Executive Summary	Hand in Individual Executive Summary.	Coop Exec. Sum.
	Tue. Mar. 19	Strategic Entrepreneurship. The Future.	Read Chapter 13 and the article <i>How to do Strategic Planning like a Futurist.</i> Prepare to discuss Exercise E: Futures.	
	Thur. Mar. 21	Group Case Synopsis	Group Case Synopsis.	Group Synopsis
Ends	Tue. Mar. 26	Case Presentations	Case Presentations	
	Thur. Mar. 28	Group Executive Summary	Group Executive Summary	Group Exec. Sum.
	Tue. Apr. 02	Case Presentations	Case Presentations	
	Thur. Apr. 04	Group Executive Summary	Group Executive Summary	Group Exec. Sum.
	Tue. Apr. 09	Case Presentations	Case Presentations	
	Thur. Apr. 11	Group Executive Summary	Group Executive Summary	Group Exec. Sum.

Ethical Considerations

You must do your own work on individual assignments. Failure to do so, plagiarism, or insufficient citation may result in a zero for the assignment.

Course Coverage

The onus is on students for discussion; the professor’s role is to facilitate. To this end the goal is to expose you to many organizations and strategies.

* This can be found at <https://hbr.org/2019/07/how-to-do-strategic-planning-like-a-futurist>



BEEDIE SCHOOL OF BUSINESS
SIMON FRASER UNIVERSITY

Bus 478 Group Selection

COURSE: BUS 478-3
TITLE: Strategy

INSTRUCTOR: Dr. J. Sheppard
Office: WMX 4387
E-mail: sheppard@sfu.ca

NOTES: <http://www.sfu.ca/~sheppard/index.html> Phone: 778-782-4918

Title	Name	Last 4 Digits of Student ID #	Concentration
<i>Chief Executive Officer</i>			
<i>Chief Operations Officer</i>			
<i>Chief Marketing Officer</i>			
<i>Chief Financial Officer</i>			
<i>Chief of Human Resources</i> <i>If you have one</i>			
<i>Chief Information Officer</i> <i>If you have one</i>			

Preferences

<i>First Choice</i>	March 26 / 28	April 02 / 04	April 09 / 11
<i>Second Choice</i>	March 26 / 28	April 02 / 04	April 09 / 11
<i>Third Choice</i>	March 26 / 28	April 02 / 04	April 09 / 11

Comments

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Formulation Analysis Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Mission, Objectives, Goals, stakeholders	<ul style="list-style-type: none"> ◆ Updated Information ◆ Current Mission ◆ Goals & Objectives ◆ Stakeholders 	<ul style="list-style-type: none"> • If case info. needs updating, update it and bring the audience/reader up to speed. • Provide the firm’s current Mission & Goals. • Who’re the stakeholders & what do they want?
General and Industry Environment	<ul style="list-style-type: none"> ◆ Macro Environment (Demographics, Economy, etc.) ◆ Industry Environment (Porter’s 5) ◆ Competitors (top 3 or so) ◆ What are the industry dynamics 	<ul style="list-style-type: none"> • Clearly outline these elements. • Industry dynamics include the likelihood of competitor attack and response and the form these attacks and responses are likely to take given conditions in the environment
Resources and Capabilities / Core Competencies	<ul style="list-style-type: none"> ◆ Resources (Tangible / Intangible) ◆ Capabilities (by Functional Area) ◆ Core Competencies (VIRO) ◆ Performance 	<ul style="list-style-type: none"> • Details will be needed (e.g. you should say “Their physical plant is the most modern and efficient in the industry and it allows them to....” rather than simply listing “physical Plant” under a list of tangible resources).
Business, Corp. and International Strategies	<ul style="list-style-type: none"> ◆ Business Level Strategy ◆ Corporate Level Strategy ◆ International Strategy ◆ Cooperative Strategy 	<ul style="list-style-type: none"> • Tell me what is their: <ul style="list-style-type: none"> - Generic Bus. level strategy is (Cost Leadership, Diff, Focus, etc.) - Corp. level strategy (Conglomerate, Vert. Integration Single bus., etc.) - International Strategy (Global, Transnational, Multidomestic). - Any Joint Ventures, etc.
Average		


Integration, Recommendation and Implementation Analysis Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Synthesis	<ul style="list-style-type: none"> ◆ Firm Strengths & Weaknesses ◆ Enviro. Opportunities & Threats ◆ SWOT Matrix ◆ Does the strategy fit the SWOT 	<ul style="list-style-type: none"> • Summarize not only the strengths & weaknesses / opportunities & threats but relate them to each other – how does all that you’ve said so far fit together.
Selecting a Course of Action	<ul style="list-style-type: none"> ◆ Criteria by which you will evaluate a good recommendation. ◆ Recommendation. ◆ Targets and Goals ◆ Evaluation of Recommendations. 	<ul style="list-style-type: none"> • Tell me what challenges a good recommendation will address. • Have a definitive recommendation. • Tell me what are the targets of your recommendations. • Tell me how your recommendations meet your criteria and potential targets.
Implementation	<ul style="list-style-type: none"> ◆ Describe an Action Plan for implementation ◆ Discuss the logic of Action Plan ◆ Are any new organizational structure or controls needed ◆ Criteria to evaluate change success. 	<ul style="list-style-type: none"> • Logical & appropriate Action Plan for implementing your recommendations (1st this, then) • Review any new organizational structure or controls needed • Criteria by which you will evaluate whether the change was successful.
Remaining Considerations	<ul style="list-style-type: none"> ◆ Cover ◆ References ◆ Figures (like organization charts or time lines) ◆ Tables. 	<ul style="list-style-type: none"> • Cover has all the relevant elements (ID’s, Art). • Sufficient consistently properly presented alphabetical references. • Sufficient labeled clearly presented figures. • Sufficient labeled clearly presented figures.
Average		

Executive Summary Evaluation

<i>Section of report</i> <i>Range is 0.0–4.4</i>	Form	Content
Introduction	<ul style="list-style-type: none"> ◆ Format allows quick access to info. ◆ Compelling statement of interest. ◆ Analysis goals and objectives. ◆ Recommended strategy. 	<ul style="list-style-type: none"> • Explains what the firm does. • There's a compelling interest statement. • Does it note goals of the analysis? • Does it include a recommended strategy?
The Problem or Challenge	<ul style="list-style-type: none"> ◆◆ Opportunities & threats (competitor, industry and macro environment). ◆◆ Strengths & limitations (resources, capabilities & core competencies). 	<p>Clearly discuss these elements:</p> <ul style="list-style-type: none"> •• Opportunities & threats (competitor, industry and macro environment). •• Strengths & limitations (resources, capabilities & core competencies).
The Solution	<ul style="list-style-type: none"> ◆ Obvious & clear action statements. ◆ Clear outline of action steps. ◆ Clear timeline. ◆ Clearly stated goals. 	<ul style="list-style-type: none"> • What do you want to the firm to do? • What steps need to be taken (logical & appropriate action plan for implementation). • How soon do we start; with what steps? • How will we measure success (criteria by which you evaluate success of changes).
Why Now	<ul style="list-style-type: none"> ◆◆ External circumstances driving change. ◆ Internal resources for recommendation. ◆ Compelling statement of urgency. 	<p>Explain:</p> <ul style="list-style-type: none"> •• External circumstances driving change. • Internal resources for recommendation. • Why change now?
Average		

Executive Summary Outline

No more than one page, no cover, citations, or table of contents, no less than 11 point, New Times Roman, no less than ½-inch margins, and 1.25 spacing (in *Word*, Home → Paragraph →  → Line Spacing → Multiple → type in 1.25). Mix any tables and figures into the text as they are mentioned.

INTRODUCTION

- Explain what the firm does.
- There's a compelling interest statement.
- Does it note goals of the analysis?
- Include a recommended strategy?

THE PROBLEM / CHALLENGE

Clearly discuss these elements:

- Opportunities & threats (competitor, industry and macro environment).
- Strengths & limitations (resources, capabilities & core competencies).

THE SOLUTION

- What do you want to the firm to do?
- What steps need to be taken (logical & appropriate action plan for implementation).
- How soon do we start; with what steps?
- How will we measure success (criteria by which you evaluate success of changes).

WHY NOW

Explain:

- External circumstances driving change.
- Internal resources for recommendation.
- Detail the need for change now.

Group Presentation Evaluation

Sections	Comments / Questions	— Grade —	
		Form	Content
1. Describe the main challenges / problems for the organization. (A get-to-the-point <u>overview</u> .)			
2. Show an <u>analysis</u> backing how you arrived at your conclusion of what the organizational challenges are (Mainly an <u>external analysis</u> .)			
3. Tell me what <u>resources & capabilities</u> the organization has that help address the challenges / problems for the organization.			
4. Tell me what <u>restraints</u> the organization has to limit its actions.			
5. Sum-up the above by telling what a good recommendation does. (<u>Criteria for good recommendation</u> .)			
6. Make a <u>recommendation</u> that is clear and achievable.			
7. Explain an <u>implementation</u> showing a sense of urgency.			
8. Show me what things will look like when you are done. (i.e. how you <u>measure success</u>).			
9. Address the <u>questions</u> raised.			
Average			

Individual Presentation Grade is based on:

- Cogent Content Did what you discuss make sense and support the analysis?
- Confidence Did you seem self-assured about what you were saying?
- Enthusiasm I'm not looking for cheerleading but at least seem interested!
- Volume and Clarity Were you loud & clear enough to be heard & understood in the back?
- Attention to Audience . . . Did you make eye contact with the whole audience, not just the prof.?
- Rehearsed You can use notes but look up occasionally and keep your place.

STUDENT INPUT FOR CLASS PARTICIPATION GRADE (Due last Class)

Name _____

Student # _____

General attendance (Missed Classes) A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① ⑧ Comments: _____

On-time attendance (Late Classes) A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① ⑧ Comments: _____

Minutes of Sleep or work on other class classwork A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① ⑩ Comments: _____

Contribution Quantity A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① Comments: _____

Contribution Quality A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① Comments: _____

Other (Specify) A+ A A- B+ B B- C+ C C- D F
 ⑩ ⑨ ⑧ ⑦ ⑥ ⑤ ④ ③ ② ① ① Comments: _____

Bus 478 Group Evaluation

Group _____

<i>Grades range from 0.0 - 4.4.</i>	<i>Fill in only the column that applies to your group</i>			<i>Comments</i>
	<i>4 Person Group</i>	<i>5 Person Group</i>	<i>6 Person Group</i>	
<i>Title</i>				
<i>CEO:</i>				
<i>COO:</i>				
<i>CMO:</i>				
<i>CFO:</i>				
<i>CHR:</i>				
<i>CIO:</i>				
<i>Total:</i>	<i>12.4</i>	<i>15.5</i>	<i>18.6</i>	