



COURSE: BUS 478 D1/ D2

TITLE: Strategy

SEMESTER: Fall 2010

INSTRUCTOR: Jerry Sheppard

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Pre-requisites: Bus 207, 312, 343, 360, and either Bus 374 or 381; 90 credit hours

Objectives

1. Develop your capacity to think strategically about a company, its business position, how it can gain sustainable competitive advantage and how its strategy can be executed successfully.
2. Build your skills in conducting strategic analysis in a variety of industries and competitive situations and to provide you with a stronger understanding of the competitive challenges of a global market environment.
3. Acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution.
4. Integrate the knowledge gained in other business courses, show you how the various pieces of the business puzzle fit together and demonstrate why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.

Required Textbooks

- There should be a shrink wrapped packet that includes two books from Nelson Education, 2009.
Hitt, Ireland, Hoskisson, Rowe, Sheppard. *Strategic Management, Competiveness and Globalization, Concepts & Cases package*, 3rd Canadian ed. 2008. ISBN: 017611248.

Grades

Individual written case analysis	30%
Midterm	25%
Participation	14%
Individual contribution to group	5%
Group written case analysis	12%
Group presentation	14%

Class participation

Constructive contribution to class discussion is an integral part of the course. *Just coming to class is not enough!* Attendance accounts for some of this and contribution to discussion accounts for a major part. The best way to contribute to class discussions is to prepare by reading the material in advance. It is impossible for me to ascertain whether you are prepared unless you open your mouth and say something. However, keep in mind that your contribution will be evaluated for both quality and quantity.

Group project and presentation

You will form into groups five students by the fourth class. Forming a group with a range of concentrations helps, but you should also be concerned with being in a group with that is easy to work with.

You will also evaluate the performance of 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 members of the group will receive a 3.14.

You will be doing a written case analysis of one of the cases listed in the last 3 weeks of the class (or your group may elect to do any company of your choosing). You will present your analysis to the class during a 30-45 minute presentation. You will need to let me know the case the case the group would prefer to work on (1st, 2nd, & 3rd choices).

Session breakdown

Most sessions will have the following format: the 1st half is case analysis and 2nd half is lecture.

- The lecture material is taken from chapters in the text. Lecture notes (in power point) will be available on line at the class website: <http://www.sfu.ca/~sheppard/478index.html>.

Course Coverage

- Ideally, the case analyses are intended to be discussed almost entirely by the students. My role during these discussions is just to facilitate. This is where the majority of your class participation mark will be derived.

	Week	Topic	Topic Detail, Cases or Presentations	Chapters	Due
B a s i c s	Wk. 1 9 - 8 / 10	Overview Working with Cases	Strategic Mgmt. & Competitiveness Case Chapter	Ch. 1 Case Ch.	
	Wk. 2 9 - 15/17	Performance External Environment	Review on Performance (Scan) Industry Enviro. & Competitor Analysis	Ch. 2 Ch. 3	
	Wk. 3 9 - 22/24	Internal Environment Business Level Strat.	Res., Capabilities, Core Comp. Porter's Generic Bus. Level Strategies	Ch. 4 Ch. 5	Group Members List Due
A p p l i c a t i o n s	Wk. 4 9-29/10-1	Corp. Level Strategy Comp. Dynamics	Vertical Integration, Competitive responses, 1 st , 2 nd , late movers Case: Keating Inc. (short version)	Ch. 6 Ch. 7 Handout	
	Wk. 5 10 - 6 / 8	Acquire & Restructure / International Strat.s	Mergers, Downsizing & Downscoping International & Entry Strategies Case: Ryan Air	Ch. 8 Ch. 9 Case 26	
	Wk. 6 10 - 13/15	Cooperative Strat.	Types, Risks & Managing of Alliances Case: Target Stores' Differentiation	Ch. 10 Case 28	
	Wk. 7 10 - 20/22	MIDTERM			In Class Midterm
	Wk. 8 10 - 27/29	Corp. Governance	Corp. Governance Case: Interbrew-AMBEV Merger Story	Ch. 11 Case 19	
	Wk. 9 11 - 3 / 5	Structure & Controls	Control and Rewards Assigned Individual Case: Embraer	Ch. 12 Case 13	Individual Case Due
	Wk.10 11- 10/12	Strategic Leadership	Strategic Leadership Case: Nucor in 2005	Ch. 13 Case 24	
	Wk. 11 11 - 17/19	Corporate. Entrepreneurship & Innovation	Corp. Entrepreneurship & Innovation Cases: AMD, Compassion Canada, & <i>Choice of Company</i>	Text Ch. 14 Case 3, 9	Presentations
	Wk 12. 11- 24/26	Case Presentations	Cases: MTV International, Print Shop at Eva's, & <i>Choice of Company</i> .	Case 21, 25	Presentations
	Wk. 13 12 - 1 / 3	Case Presentations	Cases: Med Eng. Systems, Nokia, & <i>Choice of Company</i>	Case 14, 23	Presentations & Evaluations