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|  | **SFU** |  |  | **BEEDIE SCHOOL OF BUSINESS**SIMON FRASER UNIVERSITY |
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**COURSE:** BUS 478 Tue. D300 **INSTRUCTOR:** Jerry Sheppard

**TITLE:** Strategy Office: WMC 4387

**SEMESTER:** Fall 2021 (1217) Hours: Tue/Thu 10:40-11:20

**CLASSROOM:** WMC 3250 Phone: 778-782-4918

**WEBSITE:** http://www.sfu.ca/~sheppard/478index.html E-mail: sheppard@sfu.ca

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***Pre-requisites****:*

Bus. 207, 312, 343, 360 & 374 or 381 & 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.

***Required Textbook***

Hitt, Ireland & Hoskisson, *Strategic Management, Competiveness and Globalization,* *Concepts,* 12th or13th edition. Cengage. ISBN: 9781305502208 or 9780357033838.

***Grades***

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | Individual Written Grades |  |
|  |  | Strategy Formulation . . . . . . . . . . . . . . .  | 16% |
|  |  | Integrate- Recommend- Implementation  | 16% |
|  |  | Written Executive Summary . . . . . . . . . | 16% |
|  |  | Individual Participation Grades |  |
|  |  | Participation . . . . . . . . . . . . . . . . . . . . . | 12% |
|  |  | 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***

The Individual firm strategic formulation and implementation analyses as well as the individual Executive Sum­mary will be on ***Eosta*** (click on “Full Text” at https://repub.eur.nl/pub/130661/ for the full 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” & “Blank integra­tion, rec­ommendation and implemen­tation tem­plate” available on the Bus. 478 Web page and Canvas.

***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 the 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).

Full lectures of con­cepts chapters are available online in Power Point if needed. These are Power Point presentations with audio that plays once you start the slide show and, when requested, you have to click ‘NEXT’ to get to the next point.

***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 instruc­tor’s role is to facilitate. To this end the goal is to ex­pose you to many organizations and their strategies.

***Schedule***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Dates** | **Topic Detail and Cases** | **Read** | **Do** |
| **Formulation** | Sep. 14  | Strategic Management, & Cases | Ch. 1 & Case Power Points |  |
| Sep. 21 | External & Internal Environment, IMI Case & Exercise A: RV 1 | Ch. 2 & 3, IMI Case & Exercise A | IMI Case& Exercise A |
| Sep. 28 | Bus. & Corp Level Strategy, The Toms Case & Exercise RV 2 | Ch. 4 & 6, The Toms Case & Exercise B | Tom’s Case& Exercise B |
| Oct. 05 | International & Cooperative Strategy Eosta, & Exercise C (Alpha to Zeta)  | Ch. 8 & 9, Eosta & Exercise C | **Individual Formu­lation Analysis for *Eosta***& Exercise C |
| Oct. 12 | Competitive Rivalry & Dynamics & The Carlsberg Case  | Ch. 5 & Carlsberg Case & Slides | Critique of The Carlsberg Analysis |
| **Integration & Implementation** | Oct. 19 | Organizational Structure & Controls, Eosta, & Harmless Harvest | Ch. 11, Harmless Harvest | **Individual Int-Rec-Imp.\* Analysis for *Eosta***& Harmless Harvest |
| Oct. 26 | Leadership & the BP Deepwater Horizon Case  | Ch. 12 & The Deepwater Horizon Case | Deepwater Horizon Case |
| Nov. 02 | Restructuring, Eosta & Exercise D: Bayer | Ch. 7 & Exercise D | **Individual Exec. Summary for *Eosta***& Exercise D |
| Nov. 09 | Corp. Governance & Interface at https://repub.eur.nl/pub/117683  | Ch. 10& Interface | **Group Case Synopsis**& Interface |
| Nov. 16 | Strategic Entrepreneurship, Tesla & Exercise E: The Future | Ch. 13 & Tesla & Exercise E | Tesla & Exercise E |
| **Ends** | Nov. 23 | ***Case Presentations*** | **( Exec. Summary due Nov. 25 )** |
| Nov. 30 | ***Case Presentations*** | **( Exec. Summary due Dec. 02 )** |
| Dec. 07 | ***Case Presentations*** | **( Exec. Summary due Dec. 09 )** |

* **“**Int-Rec-Imp.” isIntegration, Recommendation and Implementation.



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Bus 478 Group Selection

COURSE: BUS 478-3 INSTRUCTOR: Dr. J. Sheppard

TITLE: Strategy Office: WMX 4387

 E-mail: sheppard@sfu.ca

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

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| --- | --- | --- | --- |
| **Title** | **Name** | **Last 4 Digits of Student ID #** | **Concentration** |
| ***Chief Executive Officer*** |  |  |  |
| ***Chief Operations Officer*** |  |  |  |
| ***Chief Marketing Officer*** |  |  |  |
| ***Chief Financial Officer*** |  |  |  |
| ***Chief of Human Resources****If you have one* |  |  |  |
| ***Chief Information Officer*** If you have one |  |  |  |

**Preferences**

|  |  |  |  |
| --- | --- | --- | --- |
| ***First Choice*** | **November 23** | **November 30** | **December 7** |
| ***Second Choice*** | **November 23** | **November 30** | **December 7** |
| ***Third Choice*** | **November 23** | **November 30** | **December 7** |

**Comments**

|  |
| --- |
|   |

http://www.sfu.ca/~sheppard/478/forms/Group\_Selection.doc

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Bus 478 Group Evaluation

**Group \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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

**Formulation Analysis Evaluation**

|  |  |  |
| --- | --- | --- |
| ***Section of report*** *Range is 0.0 –4.4* | Form | **Content** |
| Mission, Objectives, Goals, stakeholders | * Updated Information
* Current Mission
* Goals & Objectives
* Stakeholders
 | * 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  | * Macro Environment (Demographics, Economy, etc.)
* Industry Environment (Porter’s 5)
* Competitors (top 3 or so)
* What are the industry dynamics
 | * Clearly outline these elements.
* Industry dynamics include the likelihood of competitor attach and response and the form these attacks and responses are likely to take given conditions in the environment
 |
| Resources and Capabilities / Core Competencies  | * Resources (Tangible / Intangible)
* Capabilities (by Functional Area)
* Core Competencies (VIRO)
* Performance
 | * 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 | * Business Level Strategy
* Corporate Level Strategy
* International Strategy
* Cooperative Strategy
 | * Tell me what is their:
* 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**

|  |  |  |
| --- | --- | --- |
| ***Section of report*** *Range is 0.0 –4.4* | Form | **Content** |
| Synthesis | Firm Strengths & Weaknesses Enviro. Opportunities & Threats SWOT MatrixDoes the strategy fit the SWOT | * 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 | * Criteria by which you will evaluate a good recommendation.
* Recommendation.
* Targets and Goals
* Evaluation of Recommendations.
 | * 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 | * 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.
 | * 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 | * Cover
* References
* Figures (like organization charts or time lines)
* Tables.
 | * 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 Outline**

|  |  |  |
| --- | --- | --- |
| ***Section of report*** *Range is 0.0 –4.4* | Form | **Content** |
| Introduction | Format allows quick access to info.Compelling statement of interest.Analysis goals and objectives.Recommended strategy. | * 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  | Opportunities & threats (competitor, industry and macro environment).Strengths & limitations (resources, capabilities & core competencies). | Clearly discuss these elements:Opportunities & threats (competitor, industry and macro environment). Strengths & limitations (resources, capabilities & core competencies). |
| The Solution  | Obvious & clear action statements.Clear outline of action steps.Clear timeline.Clearly stated goals. | 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 | External circumstances driving change.Internal resources for recommendation.Compelling statement of urgency. | Explain: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.