



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 392H1 F

Strategic Management

Fall 2014

L0201 / Mondays 11-1 / WO 35

L0301 / Mondays 1-3 / WO 25

L0401 / Mondays 3-5 / WO 25

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Course Scope and Mission

This course will introduce you to the basic concepts, frameworks and methodologies useful to managers in crafting and executing business strategy. The course focuses on the fundamental conditions that enable a firm to conceive, develop, and sustain a superior strategic position. We will introduce and apply analytical tools that will help you identify and systematically assess (1) the various environmental forces acting upon a firm, (2) a firm's internal source of competitive advantage, (3) the likely behavior of a firm's rivals (and the ways in which a firm can influence its rivals' behavior), and (4) the long-run sustainability of a firm's competitive advantage. We will also briefly discuss corporate strategy.

The ultimate goal of this course is to improve your decision-making and critical thinking capabilities through the acquisition and internalization of strategy tools and through active discussion and debate with peers. The emphasis of the course, and particularly of class discussion, is on rigorous thinking and learning rather than finding the "right" answer.

We should also note that RSM 392 is designed to function like an MBA course and to prepare the students (a) for potential MBA courses in the future and (b) for the intensity of the professional experience. Note that the course builds heavily on the MBA Strategy courses offered by leading MBA programs. Consistent with this approach, we emphasize class participation, class discussion, and professionalism to a substantial degree.

Course Prerequisites

Course Prerequisites: RSM219H1, RSM222H1

Required Readings

Course Package (reading and cases) required

Other required Readings are posted on blackboard under Course Materials and the Weekly Table.

Instructions for Purchasing Required Cases

For assistance contact Ivey Publishing directly at cases@ivey.ca or 1- 800-649-6355 during business hours. Monday to Thursday: 8:00am-4:30pm (EST) Friday: 8:00am-4:00pm (EST)

Go to the Coursepack link: <https://www.iveycases.com//CoursepackView.aspx?id=4904>

Please [log in](#) or [create an account](#). Access to your coursepack via your Ivey Publishing account is for a period of 30 days from date of purchase.

This coursepack is for your personal use only and is not to be shared or distributed in any form.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Class Participation/Attendance	20%	Ongoing
Mid Term Exam	25%	October 20 st
Case Question Hand-in	15%	November 10 th
Final Exam	40%	During Faculty of Arts & Science Final Examination period

Class Participation 20%

Verbal and presentation skills are essential in general management. In this class, I hope that we provide each other with a “riskless” environment in which we can test our ideas, enhance our presentation skills and improve our decision-making effectiveness. A willingness to participate and to test new ideas is not only important, but also it is the central ingredient of this course.

It is important to appreciate that every student is a co-producer of the class discussion, and thus it is important that every class member listen carefully to one another and attempt to build on or constructively critique prior comments. Try to resist the temptation to jump to topics that are not specifically open for discussion.

It is crucial that you prepare fully by reading and reflecting on the material assigned for each class. Much of the learning experience of this course depends upon your ability to integrate the reading material with our class discussions and exercises in a "real time" setting. There is no substitute to participation.

In grading class participation, we will use several criteria, including:

Analysis: Do the comments include analysis, or do they simply restate the facts?

Responsiveness: Do the comments relate to, and build upon, the previous discussion?

Creativity: Do the comments bring a new perspective to the issues? (test new ideas)

Clarity: Are the comments succinct and understandable?

Quantity: How frequently does the student participate?

Integration: Does the participant integrate material from past classes?

MOST IMPORTANTLY: Do the participant's comments stimulate productive discussion between her and her peers?

Case Question Hand-in (15%)

On November 10th you will hand-in a case question. Only PAPER copies of this assignment will be accepted. The nature of the assignment will be more fully explained in the preceding classes. The purpose of this assignment is to provide feedback regarding how you are handling the course material and to get you ready for the final exam.

In-Class Midterm Exam (25%) An in-class midterm exam will take place on Monday, October 20th. This will be an individual, closed book exam. The midterm exam will consist of multiple-choice and/or short-answer questions. I will provide more information on the structure of the exam in advance of the midterm date.

Final Exam (40%) There will be a closed-book 3-hour individual final exam scheduled during the exam period. This exam will consist of multiple-choice, short-answer, and long-answer (i.e., paragraph) questions that span the entire semester's coursework. I will provide you with more information on the structure of the exam by the final day of class.

COURSE FORMAT AND EXPECTATIONS

Attendance of Other Sections

I teach three sections of this class on Monday. You must attend the section in which you are registered. Due to exceptional circumstances, however, you may attend a different section (each section will cover the same material) provided that you receive permission from me in advance to attend a particular section.

Email Policy & Office Hours

Email is a good way to contact me. In addition to the office hours posted I can meet at mutually agreeable times.

Please note that I am unable to email you copies of individual cases and that I do not accept any assignments over email (or fax).

Missed Assignments/Examinations

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

Students who miss the in-class midterm exam and provide the appropriate documentation will have their grade percentages reallocated. The 25% of your grade that would have been accounted for by the midterm will be allocated to your final exam. Thus, if you miss the midterm, your final exam will count for 65% of your grade.

Alternative Exam Locations

In the past, students with special needs or conflicts have taken the exam in alternative locations. Given the multi-faceted nature of this class, it is my policy to be present and to answer questions while the exam is in progress. If you are at an alternative exam location, be sure to make prior arrangements so that I may access you in case you have questions only the instructor can answer.

Course Work & Academic Honesty

Submission of Assignments – Late submissions of any assignment may be considered; however, a resolution may be determined at the instructor’s discretion and may include an academic penalty. The manner in which the assignment should be submitted (via Blackboard or in-class) is noted on the assignment description itself. No other methods may be used to submit the assignment unless an arrangement has been made in advance of the due date with the instructor. Missing or unreadable attachments submitted via Blackboard will be considered late unless they are resubmitted before the assignment due date.

Weekly Schedule

Session	Date	Topic	Case	Reading
1	Sept 8	Introduction		
2	Sept 15	Environmental Analysis	No	Porter, “What is Strategy?”, HBR, Nov-Dec 1996, Reprint #96608, Vol. 74 Issue 6, p61-78;
3	Sept 22	Environmental Analysis: Industry Structure	CFMF	Porter “The Five Competitive Forces that Shape Strategy” <i>Harvard Business Review</i> , R0801E - “The Five Competitive Forces That Shape Strategy”, video on Youtube at: http://www.youtube.com/watch?v=mYF2_FBCvXw
4	Sept 29	Environmental Analysis: Value Chain Strategies	Cola Wars in 2006	
5	Oct 6	Competitive Positioning: Low Cost	Wal*Mart Stores	
6	Oct 20	Mid-Term Exam	In-class	Closed Book
7	Oct 27	Competitive Positioning: Differentiation	Starbucks	
8	Nov 3	Blue Ocean Strategies: How to find innovations	None (lecture)	“ Blue Ocean Strategy: From Theory to Practice ,” Chan and Mauborgne, <i>California Management Review</i> , CMR 312, 05/01/05 Vol 147, No. 3 Page 105-121
9	Nov 10	NO Class	Assignment – Hand-in	

10	Nov 24	Blue Ocean Strategies: How to find innovations	Bombardier TEG (A)	
11	Dec 1	Sustainability: Maintaining Competitive Advantage	Matching Dell	

Course Package Purchase

Go to the Coursepack link: <https://www.iveycases.com/CoursepackView.aspx?id=3125>

Access to your digital coursepack is for a period of 30 days from date of purchase.

For assistance contact Ivey Publishing during business hours:directly.

Monday to Thursday: 8:00am-4:30pm (EST), Friday: 8:00am-4:00pm (EST)

(e) cases@ivey.ca (t) 519-661-3208

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you

have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

disability.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at www.portalinfo.utoronto.ca/students and review the Frequently Asked Questions.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.