



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### **RSM392H1-F Strategic Management**

Summer 2019

Course Meets: Mondays and Wednesdays, 10AM to noon in WO20

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### **Course Scope and Mission**

Effective management requires setting strategic goals for an organization and crafting strategies to achieve these goals. Successful managers rely on a number of frameworks, tools and concepts to take the fundamental strategic decisions that affect their business. Above all, great managers have a well-developed capability for strategic thinking.

The course *Strategic Management* will help you learn the challenges involved with crafting a business strategy and develop strategic thinking. The course will distil and apply the latest strategic tools drawn from research in the disciplines that surround and support strategic management.

Designed to broaden your perspective on how to be a successful manager, *Strategic Management* examines a variety of crucial strategic decisions for small and large firms with an emphasis toward innovative and socially and environmentally responsible businesses.

### **Course Prerequisites**

RSM219H1, RSM222H1

### **Required Readings**

There is no required textbook. Information about the articles and required readings will be provided in the portal.

## 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	10%	Ongoing
Take home midterm report	25%	May 27 <sup>th</sup>
Group Presentation	30%	Last three lectures (June 10 <sup>th</sup> -12 <sup>th</sup> -17 <sup>th</sup> )
Final Exam	35%	During Faculty of Arts & Science Final Examination period

## COURSE FORMAT AND EXPECTATIONS

### Class participation

Attendance will be recorded every week. If you are unable to attend a class please email the instructor beforehand. If a student misses more than one lecture, documentation may be requested to explain the absence.

### Take home midterm report

On May 15<sup>th</sup>, I will post online a mid-term assignment and it is due on May 27<sup>th</sup>. It is an individual project, typically an essay describing a possible solution to a managerial problem.

Please note that clear, concise, and correct writing will be considered in the evaluation of the mid-term assignment. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://www.writing.utoronto.ca/writing-centres)). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

### Team presentation and discussion

In late May we will also form 12 groups of groups of 4-5 students each. In the last 3 weeks of the course, each group will develop a 15-minutes presentation of a suggested solution to a managerial decision problem. The presentation will be graded on the thoroughness of analysis, clarity of presentation, thoughtfulness of responses to the critique and to questions posed during Q&A, and their use of the theoretical tools studied in the course.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, "Working in Teams: Guidelines for Rotman Commerce Students" which is available on the RC portal under the Academic Services tab.
2. When working in a team, Rotman Commerce students are expected to:
  - Treat other members with courtesy and respect;
  - Honour the ground rules established by the team;
  - Contribute substantially and proportionally to the final project;
  - Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
  - Meet the project timeline as established by the team.

### 3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

### Final exam

The final exam will be a closed-book individual exam. I will provide you with information on the structure of the final exam on the final day of class.

## **Electronic Course Materials**

This course will be using the following electronic course materials:

1. Ghemawat, Pankaj, and Jan W. Rivkin. "Creating Competitive Advantage." (HBS product # 798062-PDF-ENG) downloadable at <https://hbsp.harvard.edu/product/798062-PDF-ENG?itemFindingMethod=Recommendation&recommendedBy=916414-PDF-ENG>
2. One HBS case per group (released two weeks before the group presentation)

These materials in total will cost less than 20 USD. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

## Weekly Schedule

Session	Date	Topic	Readings
1	Monday May 6	Mission Statement	Ireland, R. Duane, and Michael A. Hirc. "Mission statements: Importance, challenge, and recommendations for development." <i>Business Horizons</i> 35.3 (1992): 34-42.
2	Wednesday May 8	Industry Analysis	Lecture notes
3	Monday May 13	Creating Competitive Advantage	Ghemawat, Pankaj, and Jan W. Rivkin. "Creating Competitive Advantage." (HBS product # 798062-PDF-ENG)
4	Wednesday May 15	Sustaining Competitive Advantage	Barney, Jay. "Firm resources and sustained competitive advantage." <i>Journal of management</i> 17.1 (1991): 99-120.
	Monday May 20	VICTORIA DAY – NO CLASS	
5	Wednesday May 22	Thinking Strategically: Game Theory for Managers	Lecture notes
6	Monday May 27	Guest Speaker	TBD
7	Wednesday May 29	<b>ONLINE CLASS</b> Location Strategy	Agrawal, Ajay and Alberto Galasso "Should I move to Silicon Valley?" unpublished lecture notes
8	Monday June 3	Corporate Social Responsibility	Porter, Michael E., and Mark R. Kramer. "Strategy and Society, The Link Between Competitive Advantage and Corporate Social Responsibility." <i>Harvard Business Review</i> 84.12 (2006).
9	Wednesday June 5	Management of Innovation	Lecture notes
10	Monday June 10	Case presentations	The cases will be released few weeks before the presentations
11	Wednesday June 12	Case presentations	
12	Monday June 17	Case presentations	
Final Exam	TBA by FAS		

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

**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 later report of illness made by the student to a physician.**

Students who miss the midterm test due to illness may be granted the opportunity to write a make-up test. Students should already have been prepared for the mid-term, so a make-up test will be scheduled as soon as possible after the midterm. All students must contact the instructor by phone or email to make arrangements (see procedures above).

### **Late Assignments**

Assignments are due at the beginning of the class of the weeks specified in the outline. The grade will normally be reduced by 10% if the assignment is not received by the specified time, and by an additional 10% for each additional 3 days late. If the delay is the result of illness or domestic affliction, the individual involved must contact the instructor BEFORE the assignment is due to explain the position. A medical certificate or other supporting evidence will be required, as described above.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

### **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: [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>.

### **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.

## **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.

## **Quercus and the Course Page**

The online course page for this course is accessed through Quercus. To access the course page, go to [g.utoronto.ca](http://g.utoronto.ca) and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

## **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, Quercus 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.