



BUSI 6990 – Strategic Leadership and Change

Term/Year: Summer 2020

[RECOGNITION OF MI'KMAQ TERRITORY](#)

Dalhousie University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We are all Treaty people.

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Introduction

This course focuses on competitive leadership and the management of change in dynamic global environments as both a managerial responsibility and an orientation for the entire organization. The focus is decision making from the perspective of managers at a strategic business unit (SBU) level. It is assumed that course participants are familiar with introductory business concepts. The course will develop your understanding and skills for exercising leadership and making strategic choices at the business unit level to achieve competitive advantage in dynamic environments. Specifically it will:

- Help you understand the conceptual building blocks (or tool kit) of strategic analysis and strategic management.
- Develop your analytical capabilities for the selection of appropriate tools and concepts that are relevant to a strategic problem area or opportunity.

Required Text:

- Hill, C W., M.A. Schilling & G. Jones, Strategic Management: An Integrated Approach, 12th Edition, McGraw-Hill Ryerson, 2017.

Please note you are not required to purchase the on-line textbook resources (MindTap)

Method of Evaluation/ Marking Scheme

Assignments (3)

Assignment #1	15%
Assignment #2	15%
Assignment #3	15%
Participation	15%
Final Examination*	40%

* Students must pass the final exam in order to pass the course.

Due Dates

Course Begins	May 19 th 2020
Assignment 1	June 14 th 2020*
Assignment 2	July 12 th 2020*
Assignment 3	August 9 th 2020*

* Due by 23:00 Atlantic Time

Intensive

The intensive session for the course will be held virtually - August 17th 2020 through August 21st 2020. The final exam for the course will be written on the morning of August 21st 2020.

Class Participation and Performance

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. Willingness to participate and to test new ideas is not only important, 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.

In grading class participation, I 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 among class members.**

Course Content

Lesson 1: The Strategic Management Process

Lesson 2: External Analysis: The Identification of Industry Opportunities and Threats

Lesson 3: Internal Analysis: Distinctive Competencies and Competitive

Lesson 4: Building Competitive Advantage Through Functional Level Strategy

Lesson 5: Building Competitive Advantage Through Business Level Strategy

Lesson 6: Competitive Strategy and the Impact of Industry

Lesson 7: Strategy In the Global Environment

Lesson 8: Corporate Strategy

Lesson 9: Corporate Performance and Business Ethics

Lesson 10: Ethics Strategy Implementation

APPENDIX

UNIVERSITY POLICIES, STATEMENTS, GUIDELINES and RESOURCES for SUPPORT

This course is governed by the academic rules and regulations set forth in the University Calendar and the Senate ([University Regulations](#), [Academic Regulations](#))

Grading Scale for Masters Students

Grading Scale as per Dalhousie Faculty of Graduate Studies Calendar Regulation 6.6.2 Grading Policy

Letter Grade	Numerical % equivalent
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	77 - 79
B	73 - 76
B -	70 - 72
F	0 - 69

University Grading Practices:

The [Grading Practices Policy](#) outlines the university's commitment and professors' responsibilities on how grading will be achieved. The policy applies to all credit-bearing courses at both the undergraduate and graduate levels at the university.

Missed or Late Academic Requirements due to Student Absence:

Dalhousie students are asked to take responsibility for their own short-term absences (3 days or less) by contacting their instructor by phone or email prior to the academic requirement deadline or scheduled time **AND** by submitting a completed Student Declaration of Absence form to their instructor in case of missed or late academic requirements. Only one (1) separate Student Declaration of Absence form may be submitted per course during a term (note: faculty, college, school, instructor or course-specific guidelines may set a lower maximum).

The submission of the form **does not guarantee accommodations, or provide an automatic exemption**, from any academic requirements that were missed or late during an absence. Any alternate coursework arrangements for missed or late academic requirements are at the discretion of individual course instructor(s).

Students who experience recurring short-term or long-term absences are strongly encouraged to meet with their Academic Advisor (uao@dal.ca).

Click [here](#) for further information.

Standard Citation Style:

The Masters of Business Administration (Financial Services/Leadership) Program uses APA as its standard citation style (unless otherwise indicated by your professor). Please use APA style in your assignments to briefly identify (cite) other people's ideas and information and to indicate the sources of these citations in the References list at the end of your assignment.

For more information on APA style, consult Dalhousie Library website at <https://libraries.dal.ca/help/style-guides.html> or consult the [Frequently Asked Questions about APA](#)

Academic Integrity:

At Dalhousie University, we are guided in all of our work by the values of academic integrity: honesty, trust, fairness, responsibility and respect (The center for Academic Integrity, Duke University, 1999). As a student, you are required to demonstrate these values in all of the work you do. The University provides policies and procedures that every member of the university community is required to follow to ensure academic integrity.

In general:

The commitment of the Faculty of Management is to graduate future leaders of business, government and civil society who manage with integrity and get things done. This is non-negotiable in our community and it starts with your first class at Dalhousie University. So, when you submit any work for evaluation in this course or any other, please ensure that you are familiar with your obligations under the Faculty of Management's Academic Integrity Policies and that you understand where to go for help and advice in living up to our standards. You should be familiar with the [Faculty of Management Professor and Student Contract on Academic Integrity](#), and it is your responsibility to ask questions if there is anything you do not understand. Dalhousie offers many ways to learn about academic writing and presentations so that all members of the University community may acknowledge the intellectual property of others. Knowing how to find, evaluate, select, synthesize and cite information for use in assignments is called being "information literate". Information literacy is taught by Dalhousie University Librarians in classes and through Dalhousie Libraries' online [Citing & Writing](#) tutorials. Do not plagiarize any materials for this course. For further guidance on what constitutes plagiarism, how to avoid it, and proper methods for attributing sources, please consult the University Secretariat's [Academic Integrity](#) page.

Please note that Dalhousie subscribes to a plagiarism detection software that checks for originality in submitted papers. Any paper submitted by a student at Dalhousie University may be checked for originality to confirm that the student has not plagiarized from other sources. Plagiarism is considered a very serious academic offence that may lead to loss of credit, suspension or expulsion from the University, or even the revocation of a degree. It is essential that there be correct attribution of authorities from which facts and opinions have been derived. At Dalhousie, there are University Regulations which deal with plagiarism and, prior to submitting any paper in a course; students should read the Policy on [Intellectual Honesty](#) contained in the Calendar.

Furthermore the University's Senate has affirmed the right of any instructor to require that student assignments be submitted in both written and computer readable format, e.g.: a text file or as an email attachment, and to submit any paper to a check such as that performed by the plagiarism detection software. As a student in this class, you are to keep an electronic copy of any paper you submit, and the course instructor may require you to submit that electronic copy on demand. Use of third-party originality checking software does not preclude instructor use of alternate means to identify lapses in originality and attribution. The result of such assessment may be used as evidence in any disciplinary action taken by the Senate.

Finally:

If you suspect cheating by colleagues or lapses in standards by a professor, you may use the

Faculty of Management clarification on plagiarism versus collaboration:

There are many forms of plagiarism, for instance, copying on exams and assignments. There is a clear line between group work on assignments when explicitly authorised by the professor and copying solutions from others. It is permissible to work on assignments with your friends but only when the professor gives you permission in the specific context of the assignment. University rules clearly stipulate that all assignments should be undertaken individually unless specifically authorised.

Specific examples of plagiarism include, but are not limited to, the following:

- **Copying a computer file from another student, and using it as a template for your own solution**
- **Copying text written by another student**
- **Submitting the work of someone else, including that of a tutor as your own**

confidential email: managementintegrity@dal.ca which is read only by the Assistant Academic Integrity Officer.

ACCESSIBILITY

The Student Accessibility Centre (Halifax Campus) and the Student Success Centre (Agricultural Campus) are Dalhousie's centres of expertise on student access, inclusion, and accommodation support. We work collaboratively with students, faculty, and staff to create an inclusive educational environment for students.

If there are aspects of the design, instruction, and/or experiences within this course that result in barriers to your inclusion please contact the [Student Accessibility Centre](http://dal.ca/access) (dal.ca/access) and/or make arrangements to discuss with the instructor.

Please note that your classroom may contain accessible furniture and equipment. It is important that these items remain in the classroom, undisturbed, so that students who require their use will be able to fully participate.

STUDENT CODE OF CONDUCT

Everyone at Dalhousie is expected to treat others with dignity and respect. The Code of Student Conduct allows Dalhousie to take disciplinary action if students don't follow this community expectation. When appropriate,

violations of the code can be resolved in a reasonable and informal manner—perhaps through a restorative justice process. If an informal resolution can't be reached, or would be inappropriate, procedures exist for formal dispute resolution.

DIVERSITY AND INCLUSION – Culture of Respect

Every person at Dalhousie has a right to be respected and safe. We believe inclusiveness is fundamental to education. We stand for equality. Dalhousie is strengthened in our diversity. We are a respectful and inclusive community. We are committed to being a place where everyone feels welcome and supported, which is why our Strategic Direction prioritizes fostering a culture of diversity and inclusiveness (Strategic Priority 5.2).

Learning and Support Resources:

- [Undergraduate Advising Office](#)
- [Writing Centre](#)
- [Studying for Success Program](#)
- [Indigenous Students](#)
- [Black Students](#)
- [International Students](#)
- [LGBTQ2SIA+ Collaborative](#)
- [Student Health & Wellness](#)
- [Human Rights and Equity Services](#)
- [Dalhousie Student Advocacy Services](#)
- [Dalhousie Ombudsperson](#)
- [Fair Dealing Guidelines](#)
- [Dalhousie University Libraries](#)
- [Copyright Office](#)
- [E-Learning website](#)