



Does your organization need a solution for a strategic issue?

Overview

The *Commerce Student Strategy Project* is a capstone exercise for 4th year Bachelor of Commerce students. Teams of 5 students (two teams per organization) apply classroom learning to analyze strategic issues of importance to organizations through eight-month projects from September to April. The organization will receive an interim report in December followed by an implementation plan in April.

Student Team Requirements

1. Select a Nova Scotia organization with a strategic issue (exceptions may be allowed)
2. Conduct a strategic analysis of the industry, environment, organization and issue
3. Make strategic recommendations based on the analysis
4. Develop a detailed plan for implementing the recommendations

The Organization

- In Nova Scotia (exceptions may be allowed)
- For-profit, not-for-profit, public/government agency, or a new venture
- Must be complex enough to allow for external, internal, and strategic analysis

Issue Identification

The organizational issue must have significant performance implications that are difficult to reverse after implementation, including:

- Addressing a major organizational threat or opportunity
- Analyzing the industry/environment and changing or re-designing the organization (e.g., restructuring to expand to a new market or provide new products/services)
- Redesigning organizational rewards, organizational processes or incentive systems
- Making changes to organizational culture or strategic leadership

Value Proposition to Participating Organizations

Organizational Benefits

- Evidence-based recommendations via the application of strategic management tools
- An implementation plan with detailed cost and benefit projections
- Multi-functional and multi-person perspective
 - Creative and innovative thinking from two 5-person teams
- Time and effort of 4th year Commerce students
 - Worth 40% of student grade in each of the two strategy courses
- Two teams' well-reasoned solutions to the strategic problem
- Access to new Commerce graduates as potential employees
- Critical feedback and guidance from strategy professors

Organizational Commitments

- Timeframe is September – April
- Identify a strategic problem (or opportunity) that needs to be addressed
- Access to company information (with a confidentiality agreement) for two teams:
 - Initial meeting of company managers with student teams and TA
 - About 10 hours of time/per semester, including attendance at 2 presentations
 - Vision, mission, and strategic plans
 - Organizational structure and incentive systems
 - Relevant financial information
 - Discussions with key stakeholders (e.g., employees, senior management, etc.)
 - Time as needed with other employees
- Reimburse costs directly incurred by teams (if applicable)

Value Proposition to Students

Benefits

- Learn to apply strategic concepts and analytical tools in a live setting
- Make a difference to a real organization
- Refine presentation skills

Commitments

- Regularly meet with organization, its stakeholders, and teaching assistants/professors
- Gather relevant information inside and outside of the organization
- Invest time, creativity, and innovative thinking

Project Proposal Submission

To obtain the project proposal form and submit your organizational issue please contact:

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