

SGMA 672, L01 & L02
Strategic Analysis

Course Outline Part A – Winter 2025 term, Q4, Session 5 of MMgmt program

Instructor	Astrid Eckstein
Email	astrid.eckstein@ucalgary.ca
Office hours	Email to request an appointment
Website	http://d2l.ucalgary.ca
Lecture location	MTH445
Lecture times	Lecture 01 Wednesday, 9:00 am to 11:50 am Lecture 02 Wednesday, 2:00 pm to 4:50 pm
Prerequisites/Corequisites:	<i>Admission to the Master of Management program</i>

Course Description	Introduction to the key concepts, tools, and principles of strategy formulation and competitive analysis. This includes: <ul style="list-style-type: none">• What is strategy?• Managing the strategy process.• Analysing the external environment, understanding the opportunities and threats.• Evaluating the internal environment, capitalizing on strengths, managing weaknesses.• Business models, creating the competitive advantage.
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Course Objectives	By the end of the course, students will be able to: <ol style="list-style-type: none">1. Explain the role of strategic leaders and what they do;2. Define strategy and explain how firms use strategy effectively by combining different resources and capabilities and aligning with the external and internal environment;3. Apply fundamental strategic management issues, concepts, and frameworks to various business scenarios, evaluating the likely effectiveness of a given strategy to create value;4. Integrate problem-solving skills and knowledge gained from other courses in
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the business school curriculum and explain how the various pieces of the business puzzle fit together, and why different parts of business need to be managed in strategic harmony;

5. Enhance their skills in the areas of oral and written communication, creative and logical decision-making, project planning and teamwork; and
6. Create and assess their own personal strategy, determining how it can provide a competitive advantage.

No matter what your background is, this course can be instrumental in helping you become a much savvier business person and prepare you for a successful business career. The problem-solving skills and holistic perspective that this course aims to help you develop will make you more marketable to prospective employers and help you to plan your professional career in relation to the changing business environment.

**Textbook and/or
Other Materials
and Resources**

Required materials: Rothaermel, F. T. (2024). *Strategic management*, 6th ed. McGraw-Hill.

The text comes with Connect.

All other learning materials will be available through D2L.

The use of generative AI tools is permitted as per the conditions stated in “Generative Artificial Intelligence (GAI) use in the course” following. Students must ensure proper citation to avoid academic penalty.

Course Workload

Generally, it is understood that students should spend two hours per week outside of class time for every hour of lecture. This means that for each course, students should expect to spend approximately 9 hours per week total on course work and lectures. This may vary by week depending on both the assessment schedule and on students’ ability to manage their time.

Grade Scale

The Haskayne School of Business endeavours to ensure consistency of final grades across courses and sections. Variations in distribution will always be considered by the instructor where called for by the performance in each individual class. The student does not have any ‘right’ to a certain grade, but is responsible for earning grades. The instructor has unfettered discretion to evaluate student performance and assign all grades.

Grade		Percentage Score	Grade Point Value	Description	Notes:
A+	≥	95.0	4.0	Outstanding/exceptional performance	Up to 20% of the class
A	≥	90.0	4.0		
A-	≥	85.0	3.7	Consistent, very high quality work	30-50% of the class
B+	≥	80.0	3.3	Good performance	30-50% of the class
B	≥	75.0	3.0	Basic competence	
B-	≥	70.0	2.7	Marginal performance, defined as having gaps in basic competence	Up to 10% of the class
C+	≥	65.0	2.3	All grades below B- are indicative of failure at the graduate level and cannot be counted toward the course requirements.	
C	≥	60.0	2.0		
C-	≥	55.0	1.7		
D+	≥	52.0	1.3		
D	≥	50.0	1.0		
F	≥	0%	0		

Note: See the “[Academic Standing](#)” section of the Faculty of Graduate Studies Calendar regarding grades less than B-.

Grade Distribution

Due Date	Assessment	Group or Individual	Weight	Course Outcomes Assessed
Throughout	Class Presentation	Group	20%	1, 2, 3, 4, 5
Mar. 19	Exam #1 (in class)	Individual	20%	1, 2, 3, 4
Apr. 2	Exam #2 (in class)	Individual	20%	1, 2, 3, 4
Apr. 9	Exam #3 (in class)	Individual	10%	1, 2, 3, 4
Apr. 9	Personal Strategy Paper	Individual	20%	6
Throughout, Apr. 9 submission	Participation and Contribution	Individual	10%	1, 2, 3, 4, 5, 6
	Total		100%	

Several of the deliverables for this class were a collaborative effort between Professors Norm Althouse and Astrid Eckstein.

Missed Assessment Policy

Students must follow the guidelines outlined in Part B of the outline to request a deferral for missed work during the term, including quizzes, assignments, and exams. Typically, deferrals are only granted in cases of illness, domestic affliction, or religious conviction. If a deferral is granted, an instructor may require a make-up assessment to

be completed or transfer the weight of the missed assessment to another assessment in the course.

Late Policy

Late assignments will be subject to a penalty of 20% per full or partial day, including weekends and holidays. Note that an assignment submitted five or more days after the due date will be assigned a grade of 0%.

**Class
Presentation**

See Class Presentation Content tab on D2L, which includes all requirements for citing sources as well as formatting instructions. This group assignment will be subject to a peer evaluation. If there are any groups with members who are not contributing, please speak to the instructor as soon as possible. Do not wait. If students are not contributing to their group, there is no alternative assignment for completion to replace their part in the group work. Students not contributing at all will receive 0%. Students contributing to a significantly lesser degree will have their individual grade adjusted accordingly.

20% of the final grade. Group assignment.

Exams

There will be a total of 3 exams throughout the semester, all scheduled during class time. The exams will be taken online through D2L, and may include multiple choice, multiple select, true/false, and/or short answer questions covering various course material. The questions will focus on material from the textbook and may include other activities covered within class. While the exams will be “closed book,” students may use a Reference Sheet for each exam. The Reference Sheet must be 8 ½” X 11” maximum size, labelled with the student’s name, and filled in with handwritten (not typed) information. It may be single or double sided. The instructor will be collecting all the “Reference Sheets” at the conclusion of each exam. More details can be found on D2L.

Exam #1 covers chapters 1 & 2.

- 20% of the final grade. Individual assessment.
- Deferral date: To be determined.

Exam #2 covers chapters 3&4.

- 20% of the final grade. Individual assessment.
- Deferral date: To be determined.

Exam #3 covers chapter 5.

- 10% of the final grade. Individual assessment.
- Deferral date: To be determined.

**Personal Strategy
Paper**

See Personal Strategy Paper Content tab on D2L. The personal strategy paper is a reflection regarding the skills you have learned/developed. It is also an opportunity to articulate your strategy for creating a personal competitive advantage.

20% of the final grade. Individual assessment.

**Class
Participation**

See Participation Content tab on D2L. Students are expected to contribute to the learning of all classmates. This requires being engaged and engaging others.

10 % of the final grade. Individual assessment.

Assessment of Writing

Writing skills are not exclusive to English courses and, in fact, should cross all disciplines. The University supports the belief that throughout their University careers, students should be taught how to write well so that when they graduate their writing abilities will be far above the minimal standards required at entrance. Consistent with this belief, students are expected to do a substantial amount of writing in their University courses and, where appropriate, members of faculty can and should use writing and the grading thereof as a factor in the evaluation of student work. The services provided by the Writing Support, part of the Student Success Centre, can be accessed by all undergraduate and graduate students who feel they require further assistance. In this course, your writing will be assessed as part of your grade in the following assessments: class presentation and personal strategy paper.

Email Communication

Please specify the course name and section number in the subject line of all emails (SGMA 672 L01 or SGMA 672 L02). I will not respond to emails that do not contain this information.

Although email is commonly used by students to communicate with their instructors, it does limit the effectiveness of communication and may not be the best way for me to answer student questions. If I feel that communicating via email is not optimal, I may request a telephone call or personal meeting.

Internet & Electronic Communication Devices

Please turn OFF your phone before the beginning of each class.

Students are welcome to use laptops and other electronic note-taking devices in classes, however, any surfing of the Internet or use of applications during lectures that is not directly related to the class discussion is distracting and strictly forbidden. Additionally, the use of any electronic devices (e.g., cellular phones/smartphones) for e-mailing, text-messaging, etc. is strictly prohibited during class time.

Please respect your fellow students and your instructor and do not disrupt the class in any way, including answering cell phone calls, checking email and the Internet on any electronic device. It is within my discretion to lower your course grade for distracting the class.

Please note that when I pose a question in class, I do not expect you to look up the answer – in fact, **you should NOT use your electronic devices during class discussion time**, unless it is for taking notes. Class discussion time is typically dedicated to thinking, debating and analyzing, not researching (unless otherwise specified).

Academic Integrity and Rigor

Academic integrity and rigor are critical components of a University degree. Academic integrity is the foundation of the development and acquisition of knowledge and is based on values of honesty, trust, responsibility, and respect. The Haskayne School of Business values ethical leadership and personal integrity, and expects its faculty, staff, and students to live these values. In the online environment, certain additional measures will be put in place to help safeguard the integrity of online assessments and the intellectual property of the instructors.

**Generative
Artificial
Intelligence (GAI)
use in the course**

Students may use generative AI (GAI) tools in this course in accordance with the instructions and guidelines outlined for each individual course assignment or assessment. The use of GAI tools must be referenced and cited following [these citation instructions](#).

When using GAI, be mindful of privacy and security issues and bias within the systems. Any use of GAI should be to support your own thoughts and not replace individual work, including using GAI to provide peer feedback by uploading others' work without their explicit consent.

The course facilitator will not upload your work into GAI software without your explicit consent.

Use of GAI outside assessment or assignment guidelines or without citation will constitute academic misconduct. It is the student's responsibility to be clear on the limitations on the use of generative AI tools for each assessment or assignment, on the expectations for citation and referencing, and on fact checking statements created by generative AI tools. If you are in doubt as to the use of generative AI tools in this course, please discuss your situation with the course instructor.

**Course Outline
Part B**

The Course Outline Part B contains more generalized information for Haskayne and the University. You are responsible for reading and understanding all content in both parts of the outline.

Part B can be found [here](#)

Class Schedule & Topics

Please note that lecture topics and readings are tentative and subject to change. The dates of assessments will not be changed.

Important dates (e.g. Block Week, Lecture start dates, Reading Week, etc.) can be found at the following web site: <https://calendar.ucalgary.ca/acadsched>

COURSE SCHEDULE SGMA 672 L01 & L02, Winter 2025		
DATE	DETAILS	Class Preparation (readings, reviews, etc.)
Wed., Mar. 5	Introduction to SGMA 672 – Team development	
Wed., Mar. 12	What is strategy?	Chapter 1
Wed., Mar. 19	Strategic leadership in business.	Chapter 2
Wed., Mar. 26	Environmental Scan, understanding the opportunities and threats.	Chapter 3
Wed., Apr. 2	Internal Analysis, identifying our strengths and weaknesses.	Chapter 4
Wed., Apr. 9	Creating a competitive advantage.	Chapter 5