



BUSI 5106D
Business Case Analysis and Presentation
Fall 2017 (F1)

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Seminar: Thursdays - 6:05pm to 8:55pm, DT 701
Practicum: BUSI 5106D1 – Wednesdays - 4:05pm to 5:25pm, DT 701
Office Hours: By appointment, Monday to Friday 8am to 4pm

COURSE CALENDAR ENTRY FROM 2017/2018 GRADUATE CALENDAR:

Introduction to, and practical application of, the methods and tools of rigorous business case analysis and the design of strategic responses, including the preparation and delivery of presentations designed to convince decision makers of the validity of the analysis and strategic response.

LEARNING GOALS:

Using a variety of case studies and scenarios from real-world business environments, this course aims to provide students with the following skills:

- Critical analysis of information through use of case-based corporate scenarios.
- Development of logical, coherent, and well supported arguments.
- Refined presentation, written and verbal skills for use in the business environment.

In addition, this course is considered a prerequisite for MBA students that are interested in competing in academic case competitions at the MBA level through our prestigious Sprott Competes training program (<http://sprottcompetes.ca>).

COURSE PREREQUISITES:

Enrolment in the MBA program. The Sprott School of Business enforces all prerequisites.

REQUIRED READINGS:

Reading materials for this course will be in the form of case studies. There will be 5 cases in total during the course and they can be purchased for approximately \$4.25 each. The Course Pack of required cases can be purchased at:

<http://cb.hbsp.harvard.edu/cbmp/access/67275628>.

There is no required text book for this course although the following books would be an excellent supplement to the course material and are on loan from the Carleton Library, or can be purchased in hard copy or on-line format from various sellers:

- Elliot, William (2007). *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases*. Cambridge, MA: Harvard Business school Press
- Mauffette-Leenders, Louise., James A. Erskine, and Micheil R. Leenders (2007). *Learning with Cases* (4th ed.). London, ON: Richard Ivey School of Business

GRADING SCHEME

1. Short Case Analyses (3 X 10% each)	30% individual
2. Class / Practicum Participation	15% individual
3. Peer Evaluation (Group Work)	10% individual / group
4. Personal Lesson Learned Memo	20% individual
5. Final Case Presentation and Memo	25% group
TOTAL	100%

COURSE STRUCTURE

Short Case Analyses (30%) Individual

It will be your responsibility to come prepared with a short case analysis which will be in the form of a written memo, no more than 2 pages in length. A short case analysis template will be provided. This assignment is to be handed in BEFORE the class begins for each of weeks 2, 3, 4 and 5. NOTE: While there will be 4 weeks of cases everyone is required to submit the first case memo for week 2 and then the remaining two cases can be handed in during weeks 3, 4 or 5.

After the memo has been handed in, designated groups will be asked to make a business case presentation to the class based on the same case that the written memos were prepared for. The group is only responsible for preparing a presentation – there is NO written component as a group. Marks will be assigned for group presentations as part of the class participation and peer evaluation marks. All members of the group are required to participate in the presentation and speak.

Class / Practicum Participation (15%) Individual

Each week, the class will actively discuss new cases, concepts and present analyses and recommendations. Participation marks will depend on overall attendance during classes and practicums, and class participation during presentations and discussions.

Students who do not attend class OR arrive late/leave early will not be awarded attendance participation marks for that week. Students who attend class but do not contribute in a positive manner to class discussions will also lose marks. Preparation and active participation in this hands-on and practice-focused course, is the expectation.

Groups that are designated to present each week will be required to attend the practicum in advance of that class to practice and hone their presentation and analyses skills. Groups will be given a maximum of 10 minutes during the practicum to do a run through of the presentation, seek feedback and ask questions of the Teaching Assistant to ensure that you are on the right track. Only the groups that are

presenting that week are required to attend the practicum. Each group will only have to attend TWO practicums which will have marks assigned for participation. Each group will be required to email a copy of the FINAL in class presentation by the start of the class that the presentation is taking place in.

Marks will be allocated as follows:

- 6.0% for attendance at each class (6 classes, 1% each week)
- 2.0% for attendance at each practicum (2 practicums, 1% each week)
- 7.0% for participation from week to week (includes being prepared for class, discussions, feedback during presentations, etc. – instructor will allocate grades according to level of engagement)

Peer Evaluation (10%) Individual / Group

Students will be required to complete a peer evaluation for themselves and of their experience working with their team, based on their work for the duration of the course. This portion of the peer evaluation will be specifically linked to the work in class from weeks 1 through to 4. A separate evaluation for the final group assignment and memo will take place at the end of the course. Marks allocated by peers will be added to the mark you assign to yourself and the overall average will be your mark for the peer evaluation.

Personal Lesson Learned Memo (20%) Individual

Each student will be required to submit an individual memo that will be due at the start of the class on November 1st. This memo will highlight lessons learned at various stages of the course and how it will benefit them for the duration of their program and in the workforce. More details will be provided at the start of the course.

Final Case Presentation and Memo (25%) Group

Due to the size of the class, final group presentations will take place over a two day period – Wednesday, November 1st (during regular scheduled tutorial time) and Thursday, November 2nd (during regular scheduled class time). Details on which groups will be presenting on which date will be determined at the start of the course. The group presentation and assignment takes the place of the final exam. Only students presenting on each day are required to attend – you do not have to attend BOTH the November 1st and 2nd presentations.

In addition to a group presentation, each group will be required to submit one written memo before the presentations begin, along with a printed copy of the presentation being made. The memo will be no more than approximately 3-4 pages in length (no more than 2,000 words).

There will be an additional peer evaluation of team members and self, based on group work specific to the final group presentation and memo. This evaluation will be provided with the final group assignment and will be required to be uploaded with final deliverables.

The group presentation will be 15 minutes in length, followed by 5 minutes of Q&A.

Further details will be provided. Marks will be allocated as follows:

- 10.0% for group presentation
- 10.0% for written memo
- 5.0% for peer evaluation of self/group

LATE ASSIGNMENTS POLICY

Assignments must be handed in in HARD COPY before the class begins. **Late papers will not be accepted.**

FINAL EXAM

There is NO final exam for this course however there will be a final group presentation, as well as a written short case analysis memo. More details will follow on this.

COURSE COMMUNICATION

Information on weekly assignments and other general information will be communicated during class on a regular basis. However all supporting documents, information, updates about the class and details regarding upcoming assignments will be posted to the course webpage through (<https://carleton.ca/culearn/>). **It is your responsibility to visit cuLearn regularly** to ensure you are keeping up with the course requirements.

IMPORTANT ADDITIONAL INFORMATION

Drop Course Policy

The deadline for academic withdrawal is the last day of classes (each term).

Deferred Final Presentation

Students unable to participate in the final group presentation (Nov. 1st and 2nd) and/or participate in contributing to the final written group memo (Nov. 1st and 2nd) because of illness or other circumstances beyond their control must contact the instructor and the MBA office in writing. Alternate arrangements may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral.

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Policy on Mobile Devices

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

Group Work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are

also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course. NOTE: *Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.*

Person with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

Pregnancy

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific

degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <http://carleton.ca/studentaffairs/academic-integrity/>.

Important dates and deadlines

Sept. 4	University closed, Statutory holiday.
Sept. 6	Fall Semester Commences
Sept. 11	F1 classes begin
Sept. 30	Last day to withdraw from fall term courses with a full fee adjustment (financial withdrawal).
Oct. 9	University closed, Statutory holiday.
Oct. 14	F1 classes end. <i>Deadline for academic withdrawal is the last day of classes (each term).</i>
Oct. 24-28	Fall break, no classes.
Oct. 31	Exam Week
Nov. 3	End of F1 courses

COURSE SCHEDULE

Date	Topic
CLASS #1 Thurs. Sept. 14 6:05 to 8:55pm RM 701 DT	Course Overview / Group Assignments / What is a case? / Case Study Process / Presentation Skills Deliverable: NONE Case for Week 2: Case #1 - <i>Calveta Dining Services, Inc. A Recipe for Growth</i>
Weds. Sept. 20	NO TUTORIAL THIS WEEK
Thurs. Sept. 21	NO CLASS THIS WEEK
PRACTICUM #1 Weds. Sept. 27 4:05 to 5:25 RM 701 DT	Only groups 2, 4, 6 and 8 are required to attend. Deliverable: Groups must be prepared with final draft of presentation for class and does a practice run through for Case #1
CLASS #2 Thurs. Sept. 28 6:05 to 8:55pm RM 701 DT	Case analysis – Defining the problem; Identifying the issues; Analyzing the issues – exhaustive analysis. Deliverable: <ol style="list-style-type: none"> 1. Group Presentations by groups 2, 4, 6 and 8 for Case #1 2. Independent Written Short Case Analysis Memo on Case #1 Case for Week 3: Case #2: <i>Magellan Boatworks</i>
PRACTICUM #2 Weds. Oct. 4 4:00 to 5:30 RM 701 DT	Only groups 1, 3, 5 and 7 are required to attend. Deliverable: Groups must be prepared with final draft of presentation for class and does a practice run through for Case #2.
CLASS #3 Thurs. Oct. 5 6:05 to 8:55pm RM 701 DT	Case analysis – Analyzing the issues; Identifying alternatives. Deliverable: <ol style="list-style-type: none"> 1. Group Presentations by groups 1, 3, 5 and 7 for Case #2 2. Independent Written Short Case Analysis Memo on Case #2 Case for Week 4: Case #3: <i>Yushan Bicycles: Learning to Ride Abroad</i>
PRACTICUM #3 Weds. Oct. 11 4:00 to 5:30 RM 701 DT	Only groups 2, 4, 6 and 8 are required to attend. Deliverable: Groups must be prepared with final draft of presentation for class and do a practice run through for Case #3.
CLASS #4 Thurs. Oct. 12 6:05 to 8:55pm RM 701 DT	Case analysis – Making recommendations; Action plans. Deliverable: <ol style="list-style-type: none"> 1. Group Presentations by groups 2, 4, 6 and 8 for Case #3 2. Independent Written Short Case Analysis Memo on Case #3 Case for Week 5: Case #4: <i>The Johnsonville Sausage Co. (A)</i>
PRACTICUM #4 Weds. Oct. 18 4:00 to 5:30 RM 701 DT	Only groups 1, 3, 5 and 7 are required to attend. Deliverable: Groups must be prepared with final draft of presentation for class and does a practice run through for Case #4.
CLASS #5 Thurs. Oct. 19 6:05 to 8:55pm RM 701 DT	Course review / Peer and Course Evaluation Process / Final Project Review Deliverable: <ol style="list-style-type: none"> 1. Group Presentations by groups 1, 3, 5 and 7 for Case #4 2. Independent Written Short Case Analysis Memo on Case #4 3. Peer Evaluations for group work between weeks 1 to 5 Case #5 for Final Presentations: <i>Sewells Group: Building Sales Process Excellence</i>
PRACTICUM #5 Weds. Nov. 1 4:00 to 5:30 RM 701 DT	Deliverable: <ol style="list-style-type: none"> 1. Final group presentations for Case #5 – Groups 2, 4 and 6 only 2. Final group memo and peer evaluations for final case work 3. Independent Personal Lessons Learned Assignment
CLASS #6 Thurs. Nov. 2 6:05 to 8:55pm RM 701 DT	Deliverable: <ol style="list-style-type: none"> 1. Final group presentations for Case #5 – Groups 1, 3, 5, 7, 8 only 2. Final group memo and peer evaluations for final case work 3. Independent Personal Lessons Learned Assignment

BASIC NORMS FOR THIS CLASS:

A CALL TO ACTION FOR LEARNING AND SUCCESS THROUGH COMMITMENT

You are investing a lot of time, energy, and money in your education. Your chances of earning a potential return on your investment in each course end when each course does. Learning and success in your education requires your active commitment to it. You will be successful in this course if during class and homework times you are prepared to learn, engage in, and commit to the learning process. I am prepared to do everything I can to help you.

My Commitment	Your Commitment
Prepare a learning environment for each class.	Come to all classes ready to learn and participate.
Start and finish on time, provide a break	Attend all classes, attend each class in full. Missing classes and/or arriving late or leaving early, except for emergencies and with notification, is rude to the class and disruptive of the learning environment.
Cell phone/PDA switched off throughout class.	Cell phone/PDA switched off throughout class. Laptops are permitted for course work only, no social surfing or activities. This could result in loss of participation marks.
Solicit and encourage participation.	Participate constructively, presenting own ideas and critiquing those of others.
Present opportunities to learn new ideas.	Strive to learn, seek clarification, and ask questions.
Provide opportunities to apply new learning.	Think about how to apply new learning to examples given and share with class.
Provide assistance and opportunities to consult during class breaks, during office hours, by email, and at other times as required subject to availability.	Seek assistance as issues arise. Do not expect 24 hour e-mail feedback, and consider your colleagues – the instructor deals with many students.
Provide detailed instructions on assignments. Provide timely feedback on assignments, exams.	Follow instructions. Hand assignments in on time, learn from feedback.
Treat all course participants as responsible professionals, and act with civility and professionalism at all times.	Treat all course participants as responsible professionals, and act with civility and professionalism at all times.

Original prepared by Dr. L.A. Heslop; adjusted by Dr. N. Papadopoulos