



Rotman Commerce
UNIVERSITY OF TORONTO



Course Outline

RSM 395 5Y0

Strategy in the European Context
Summer Abroad 2020

Course Meets: Selected Days: 9:30am-12:30pm / Room: TBA Masaryk University, Brno, Czech Republic; Additional Course Meeting Practicums: Wednesday-Friday: Field Trips

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Office Hours: By Appointment

Course Scope and Mission

This course will introduce and apply strategic management concepts and frameworks to investigate how organizations leverage their position to succeed in Europe and beyond. Looking at both European success stories and global players competing in Europe, students will be introduced to the structure and regulatory frameworks governing European Union (EU) organizations, the perspective of the European manager and public policy-setter, and the cultures of the diverse EU consumer. The course is founded on managerial studies, but will draw upon a holistic set of disciplines and traditions to go "beyond strategy" and introduce students to those region-specific competencies and limitations that affect competition. Students can expect immersion into local Czech life, from the insights of Brno businesspeople and academics, to the stunning surroundings of the province of Moravia (eastern Czech Republic) and the beautiful city of Brno. Field trips across Central European destinations will solidify learnings about EU strategy, highlight local, regional, and bi-lateral champions, and showcase cultural/natural wonders that make this part of the world unique.

Course Prerequisites

RSM100Y or relevant academic preparation. This is Social Science course (BR=none).

Course Exclusion

None.

Required Readings

Text: Suder & Lindeque, Doing Business in Europe, 3rd Edition, Sage Publications, 2014, ISBN: 978-1-5264-2073-2

This text includes several cases that we will utilize as per the schedule below.

Companion Site: <https://www.vitalsource.com/referral?term=9781526455529>

Case Package: A supplementary package of business cases is needed for the case analysis portion of the course and cases can be obtained on-line. Cases must be ordered directly from the primary supplier of business cases, Ivey Business School. A single case is available free from Stanford GSB (See link in schedule). Ordering instructions for Ivey are found in the appendix to this course outline. Ivey cases should be order directly from Ivey to receive the best price.

Other Materials

Each week, a PowerPoint presentation will be delivered to students covering the material required and testable on the quizzes and non-case portion of the final exam. Case learning points will be summarized weekly, as key “take-aways” from the class discussion. Other materials the instructor wishes to hand-out will be distributed on an as-needed basis.

Guest lecturers from Masaryk University will present various topics during the course of the semester. These speakers may provide additional materials on or before the dates of their attendance indicated in the course schedule below.

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	20%	Ongoing
Case Assignment Write-Up (x1)	15%	Any case, due the day we do it in class
Field Trip Reports (x3)	45%	Due Thursday following field trip
Take-home Assessment (Case + Short Q)	20%	Released June 17 th , 2019; Due June 27 th /20

The course ends on June 19th, 2020 at 5pm. *Do not book any personal travel before June 20th, 2020.*

Participation: To maximize your participation grades – and overall learning – students should attend all classes to maximize opportunities to speak to their colleagues and concentrate on providing class comments which:

- Move the analysis along and/or take it to a “higher” level
- Provide insight that others may not have seen
- Are relevant to the class discussion
- Leverage prior learnings and other references, of your choice, in the context of the case
- Add clarity to course PowerPoint slides (required reading) in the context of the case
- Challenge colleagues in a professional and logical manner
- Drawn similarities to previous learnings
- Demonstrates their relation to the current case scenario being discussed

Grade review: The instructor does not discuss grades without a substantive reason. Substantive reasons include errors made during grading. If you would like me to re-evaluate your grade in any component of the course, you should follow this procedure:

- (a) Write a memo explaining why you need me to re-evaluate your grade. The memo should contain substantive arguments only, and not humanitarian (e.g., “I *really* need an A,” “I worked so hard”), or social justice (e.g. “he got an A for saying the same thing”) appeals. If you do feel that a social justice appeal is justified, you should get the cooperation of the

person who you are comparing with, and have them also submit their paper. You may submit this memo to the commerce office.

- (b) You will normally get a response from me within a week.
- (c) The entire exam or paper will be re evaluated, and you should be aware that any grade changes are possible (i.e. decrease, increase or none). The only exception to the “entire paper gets re evaluated” policy is a case where there is a mathematical error in determining a grade.

The instructor is responsible for your grade in RSM395 but not responsible for any administrative decisions that may make use of your grade in RSM395. If you believe that your grade requires review, please follow the procedure above.

Final Take-Home Examination

The final exam will consist of 2-4 short answer/mini-scenario questions and one case, which will test your knowledge of the material that is discussed in class sessions and found in the PowerPoints, readings, and case learnings. The final exam is open book. The final take-home assessment will be released June 17th, 2019 and the assessment will be done outside of class time, being due *via Quercus submission* on June 27th, 2019 by 11:59pm.

Requirements and Criteria

Performance in the course will be evaluated using a variety of methods that support the objectives identified above. A combination of exams, individual participation, group presentation, and case summary assignments will be used to evaluate participants on a number of different levels.

The criteria for success, in no particular order, are:

- Comprehension of the material
- Demonstration of an ability to think cross-functionally
- A willingness to participate for the benefit of oneself and fellow participants
- Strong work ethic to “pull your weight” in group assignments

These criteria will be applied to written and verbal work throughout the term.

Participants will be evaluated on the following activities, as listed in the table below:

<i>Activity</i>	<i>Percent age of Grade</i>	<i>Description</i>
Final Take-Home Assessment	20%	This take-home assessment will be equivalent to a 3-hours length examination and will contain two parts, as shown below. Aides allowed: open-book <ol style="list-style-type: none"> 1. An open-book, take-home (subject to allowed aides above), medium-length comprehensive case testing all course material <i>and</i> application of summary lessons captured at the end of each session (worth 70%) 2. Several (2-4) short answer / mini-scenario questions testing material from the text / PPT readings (worth 30%)

Participation	20%	Preparation for class case discussion, as demonstrated by; <ul style="list-style-type: none"> • willingness to lead and actively participate class discussions in a professional manner • providing valuable insights and analysis • responding to “cold-calls” • Using Quercus / PowerPoint / Excel spreadsheets to present analyses and findings
Case Analysis Write-Up	15%	Prepare any of the cases on the schedule. Your assignment is simple: Prepare the Case. Use whatever tools and methodologies you deem appropriate. Hand the case in on the day we do it in class. You may choose to do additional research on the company(ies) in the case, at your discretion, but this is not necessary.
Field Trip Reflection Reports	45% (3 x 15 each)	<p>Individually prepared Field Trip Reports prepared based on the individuals observations, Q&A, interactions, analyses, supplementary research and other relevant information. The Field Trip Reports should describe the purpose of the trip, relate observations and analyses back to course content and learnings, and provide any advice that you would provide to the organization. The Field Trip Reports should also make reference to the historical developments that characterize the region and make it unique in terms of its culture and the way it competes in the market.</p> <p>The Field Trip Reports will be handed-in by the Thursday morning (9am) following the field trip. The write-up should be no more than seven pages (double-spaced, 12-point Arial font) in length, with a maximum of three exhibits. The student should write the Field Trip Reports from their own perspective and may wish to play the role of a consultant engaged externally (or internally) by the organization facing market challenges whose business issue(s) requires a solution.</p>

COURSE FORMAT AND EXPECTATIONS

Course Objectives

This is a 50:50, lecture:case-based course that will draw upon real-world learnings highlighted in the text and PowerPoint slides each day, shared insights from students, instructor-led facilitation, knowledge transferred from several local guest lecturer-experts, supplemented with weekly field trips to local European organizations, weekend destination field trips to experience the local business environment, natural wonder and culture of Czech Republic and surrounding areas, and active individual/group participation each week to achieve the following measurable learning objectives:

1. Demonstrate understanding of strategic management and European business environment concepts, as articulated in the weekly slides, text, through a final exam, two quizzes, and group & individual assignments that mimic those activities performed daily by real-world professionals
2. Provide valuable insights to business case discussions in class, on a regular basis, through active class participation and attendance at each class session
3. Exhibit an ability to plan and execute a long-term, group assignment, including development of a proposal, analyses, spreadsheet modeling, report, and group presentation
4. Highlight personal analytical, deduction, presentation and writing skills through a single,

individual case interview guide assignment selected by the student from among those in the course timetable below

Each in-class session will run from 9:30am-12:30pm, Monday to Wednesday. One day of the weekend side trip is counted as equivalent to class time due to field trip and reflection report observation and analysis.

Grades will be a function of student's success on the activities noted above (and described below in more detail) to ensure a fair and objective assessment of performance.

It is expected that successful participants will have also achieved the following learning milestones by completion of this course:

- Applied cross-functional skills to make real-world-type decisions as they set and plan for the execution of engagements for several well-known organizations highlighted in the cases and field trips
- Understood the unique challenges and opportunities for organizations competing in the European market
- Learned a number of new analytical techniques utilized by professionals in the practice of strategy consulting and business advisory services
- Analyzed and evaluated various aspects of several case organizations, their competition, their business issues, their context, and related tactical options
- Honed an appreciation for the unique aspects of the Central European business context and the rich history of Czech Republic and adjacent countries
- Developed client issue responses, decide among alternatives, and created implementation plans to ensure project success, client satisfaction, and firm profitability
- Created innovative "visions for the future" of each industry space in which case organizations play, including how the marketplace might evolve, what products/services will be like, what the consultant can do to assist to prepare for that future, and what can they do to "shape their destiny", drive thoughtware development, and gain market eminence
- Presented the results of their analyses and decision-making to their peers in a executive-style client summary
- Understand the use of these techniques in real-life settings, as demonstrated by consulting guest speaker(s)
- Enhanced communication skills by clearly and concisely sharing of complex information with their peers

Achieving the additional learning milestones will be evaluated as part of the participation grade and the overall quality of case analyses and recommendations made during class cases, field trips, final exam, and the assignments.

To Use Turnitin.com:

Normally students will be required to submit their course essays through Quercus with integrated Turnitin.com functionality for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

For Written Assignments:

Please note that spelling and grammar will be considered in the evaluation of all assignments. That is, you may lose points for 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 (www.asc.utoronto.ca) or one of the College Writing Centres (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.

For Group Work:

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 and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

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 differences:

Conflicts can – and do – occur. Conflicts are part of the team’s process of learning how to work together effectively and can actually generate exciting debate and creative solutions – if managed appropriately.

Student teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire 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.

** The Rotman Commerce Team Coach, Nouman Asaraf, may be reached at nouman.asaraf@rotman.utoronto.ca for consultation. Nouman is an expert in team dynamics and facilitation. Note that Nikoleta’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

Daily Class Schedule

Session	Date	Topic / Tour	Chapter, Case and Tour Objectives
	May 18, 2020	<ul style="list-style-type: none"> • Depart Toronto & travel to Telc, CZ 	<ul style="list-style-type: none"> • Direct flights available on various airlines to Vienna or Prague
	May 19, 2020	<ul style="list-style-type: none"> • Arrive in Telc • Travel to Masaryk University (MUNI) location (student residence); meet Masaryk staff 	<ul style="list-style-type: none"> • Group Bus Transportation from Vienna International Airport • Practical Tour • Free day • Orientation • Welcome dinner at local Telc restaurant
	In Town Activities – May 20-22, 2020 (p.m.'s)	<ul style="list-style-type: none"> • <i>Local walking tour; bicycling tour; tour of Slavonice underground</i> 	
1	May 20, 2020	<ul style="list-style-type: none"> • Classes at Telc satellite campus of MUNI • Course Overview • The European Business Environment • An Introduction to Strategy • How to Conduct a Successful Case Analysis • Student Introductions & Expectations • New European Business Environment • Spotlight: Our Host, Czech Republic 	<ul style="list-style-type: none"> • Text: 1 • Case: Prague Venture Group, Thunderbird Graduate School of Business, A05000012
2	May 21, 2020	<ul style="list-style-type: none"> • Conducting an External Analysis • Forces Shaping Competitive Advantage • The Core Value Proposition • European Business Models • History of European Business Environment • Business Model Innovation • Spotlight: Eastern Europe 	<ul style="list-style-type: none"> • Text: Ch. 2 • Case: Procter & Gamble in Eastern Europe (A) & (B), Ivey, 9A97H001 & 9A97H002
3	May 22, 2020	<ul style="list-style-type: none"> • Conducting an Internal Analysis • Strategic Tools of the Trade • Value Chains • Enlargement of Europe • Business Opportunities from Integration Across Nations • Spotlight: France • Travel to Brno 	<ul style="list-style-type: none"> • Text: Ch. 3 • Case: Airbus: A Catalyst of European Integration (to be uploaded to Quercus from v2 of the Suder text under fair use rules for higher educational institutions) • Visit historic town of Trebic on way to Brno
	In Town Activities – May 23-24, 2020	<ul style="list-style-type: none"> • Local Self-Tour (Sat-Sun p.m.): • Team-building Activities • Cave Tour • Student Activities 	<ul style="list-style-type: none"> • Explore local market, churches, row-boating and museum (afternoon) • Spilbirk castle
4	May 25, 2020	<ul style="list-style-type: none"> • The Institutions of the EU • A Single European Market 	<ul style="list-style-type: none"> • Text: Ch. 4 • Case: Economic Reform in the Czech

		<ul style="list-style-type: none"> The Institutions of Europe: Rules & Agenda Guest Lecturer, Libor Zedicek (Associate Professor, Economics, Masaryk University): The Czech Transformational Experience Spotlight: Our Host, Czech Republic (Part 2) 	<p>Republic: Velvet Revolution or Velvet Blanket?, HBS, 700100 (to be available on Quercus under fair use rules for higher educational institutions)</p> <ul style="list-style-type: none"> Case #2 (Informational): Central Europe After the Crash-Between Europe and the Euro, HBS, 710047 (to be available on Quercus under fair use)
5	May 26, 2020	<ul style="list-style-type: none"> Good to Great Discussion Managing Growth Options Great European Organizations Spotlight: Finland After Class Local Trip Lednice / Valtice 	<ul style="list-style-type: none"> Text: Ch. 5 Case: The Europeanization of Merimekko: International Growth and Single Market Effects (text, page 399)
	May 27-29, 2020	<ul style="list-style-type: none"> Field Trip Tour: Budapest Visit Buda & Pest sides of city, tour of major sites Visit thermal pools (Szechenyi Baths) Visit the Hungarian Futures Studies Department at Corvinus University Visit Graphisoft Explore the impact of Orban on Hungary's place in the EU today 	<ul style="list-style-type: none"> Observe a strong country culture steering its own path within the EU and Visegrad 4 Draw implications for competitiveness Understand implications for broader CE countries Undertake walking tour of city for perspective & exercise, to highlight personal needs in balance with business/career objectives as are important in European lifestyles
	In Town Activities – May 30-Jun 2, 2020	<ul style="list-style-type: none"> Free Day in Brno Local Tour by Guest Lecturer: Don Sparling (Mon-Wed p.m.): Explore Brno 	<ul style="list-style-type: none"> Explore, high-ropes course, caves, cycling, swimming, etc.
6	May 31, 2020	<ul style="list-style-type: none"> European Business Culture & Management Cross-Cultural Comparisons (Date/time TBD) Spotlight: Germany 	<ul style="list-style-type: none"> Text: Ch. 6 Case: Haier: A Global Chinese Corporation Feels at Home in Germany, (to be uploaded to Quercus)
7	Jun 1, 2020	<ul style="list-style-type: none"> Economics, Funding & Finance in the EU Context Spotlight: Belgium 	<ul style="list-style-type: none"> Text: Ch. 7 Case: Altran: Launching a Corporate Representation Office in Brussels (to be uploaded to Quercus)
8	Jun 2, 2020	<ul style="list-style-type: none"> Leveraging the Brand Leading European Brands What's The Ultimate Question? Spotlight: Hungary After Class Local Trip Tugenhat Villa, UNESCO World Heritage Site (1:30pm) 	<ul style="list-style-type: none"> Text: Ch. 8 Case: Case #1 (Analytical): Strategizing at Monarchia Matt International (MMI), Ivey, 8B07M14 Case #2 (Informational): Hungary's Reform Process, Ivey, 9B06M081
	Jun 3-5, 2020	<ul style="list-style-type: none"> Field Trip Tour: Krakow/Krnov/Ostrava Visit Kufola HQ (Krnov, CZ) Visit Auschwitz (PL) 	<ul style="list-style-type: none"> Understand the role of historical events, natural resource endowments, and multilateral organizations in economic development

		<ul style="list-style-type: none"> • Visit Salt Mines (PL) • Visit UNESCO World Heritage site, Ostrava Mines • Attend museums, places of interest, shopping (NB: some extra cost) 	<ul style="list-style-type: none"> • Highlight cultural differences as they influence strategy, in Central Europe and in broader trading markets
	In Town Activities – Jun 6-7, 2020	<ul style="list-style-type: none"> • Free Days (x2) at home in Brno 	<ul style="list-style-type: none"> • In host city, beautiful Brno, CZ • Consider a Brno Divadlo production (evening...but still prepare your case for next day!); opera, orchestra, and theatre options available almost nightly
9	Jun 8, 2020	<ul style="list-style-type: none"> • Industry Clusters • Sustaining Competitiveness • Social Responsibility • Capitalism at the Crossroads Discussion • EU Consumer Policies & Regulatory Framework • Spotlight: The Netherlands • Brno Afternoon Site Visit: Red Hat IT Services, European Headquarters tour, Brno 	<ul style="list-style-type: none"> • Text: N/A • Case: The Dutch Flower Cluster (HBS, 711507)
	Jun 9-11, 2020	<ul style="list-style-type: none"> • Field Trip Tour: Vienna • Visit UN headquarters (Wednesday/Thursday morning) • Visit OPEC • Attend an opera at Wien Statsopera (evening or as available shows; extra cost) • Attend museums, places of interest, shopping, amusement park (NB: extra cost) 	<ul style="list-style-type: none"> • Understand the role of multilateral organizations in economic development • Highlight cultural differences as they influence strategy, in Central Europe and in broader trading markets
	Free Travel Days – Jun 12-14, 2020	<ul style="list-style-type: none"> • Free Days (x3) Off 	<ul style="list-style-type: none"> • Travel to other parts of Europe • Stay in Brno, Vienna, etc. • Allow students some down-time and/or side-trips to local destinations of their choice
10	Jun 15, 2020	<ul style="list-style-type: none"> • Functional Strategy • Effective Teaming • Organization and People Strategy • Branson’s book Discussion • Outsourcing • Implementation Strategy & Tactics • Risk Mitigation Strategies • Spotlight “Redux”: Eastern Europe • Guest Lecture: Chinese Business Connections to Central Europe, Ricky Turcsanyi, Mendolovy U. • Spotlight: “Redux”: Eastern Europe 	<ul style="list-style-type: none"> • Text: N/A • Case: Lego Group: An Outsourcing Journey, Ivey, 9B10M094

		<ul style="list-style-type: none"> • Mikulov: Winery Visit 	
11	Jun 16, 2020	<ul style="list-style-type: none"> • Strategic Project Execution • Impact of Taxation on Strategy • Lobbying In the EU • Guest Lecturer: The Story of Bata, Georgina Steinsky, Munk School of Global Affairs, U of T • Spotlight: Slovakia • Farewell Boat Tour, in Brno 	<ul style="list-style-type: none"> • Text: Ch. 9 • Case #1 (Analytical): PharmaPlus in Hungary, Ivey, 9A98G002 • Case #2 (Informational): Rovna Dan-Flat Tax in Slovakia, HBS, 707043
12	Jun 17, 2020	<ul style="list-style-type: none"> • Blue Ocean Strategy Discussion • Mergers & Acquisitions • Industry Consolidation • EU Competition Policy Implications • What's the Next Big Thing? • The Future of Europe • Strategic Foresight & Europe 2020 • Spotlight "Redux": Czech Republic 	<ul style="list-style-type: none"> • Text: Ch. 10 • Case #1: Bohemian Crowns: Ceskoslovenska Obchodni Banka (A), HBS, 705007 • Case #2: Tesla (text, page 432)
	In Town Activities – Jun 15 or 16, 2020	<ul style="list-style-type: none"> • Brno Afternoon Site Visit: Starobrno brewery tour, Brno • Mikulov: Winery Visit • Farewell Boat Tour, in Brno 	<ul style="list-style-type: none"> • Tour a local CPG brand now owned by a large MNE • Final group dinner courtesy of Masaryk University • Understand the choice of regional industry centres of excellence • Comprehend the activities related to an entrepreneurial venture • Meet local businesspersons
	Jun 17-20, 2020	<ul style="list-style-type: none"> • Weekend Tour: Prague & Northern Bohemia • Visit Prague, tour of major sites • Attend Bata CZ head office • Visit Skoda Kvasiny Plant 	<ul style="list-style-type: none"> • Observe a strong international brand design & manufacturing • Draw implications for competitiveness • Understand implications of manufacturing for multiple markets • Undertake formal period of exercise to highlight personal needs in balance with business/career objectives as important in European lifestyles
	Jun 20, 2020 (a.m.)	<ul style="list-style-type: none"> • Departure from Prague, CZ 	<ul style="list-style-type: none"> • Ground transportation to Prague International Airport

POLICY AND PROCEDURE

Missed Assignments/Quizzes

Students who miss a quiz or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied. Students should be aware that the mark-value of a missed quiz will be added to the mark-value of their final exam for purposes of determining the final course grade.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero).

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 report of illness made by the student and documented by the physician.

If a student is excusably absent from the final exam, a make-up test will be completed at a date and time set by the Faculty of Arts and Sciences.

Course Work & Academic Honesty

Attendance in Class – Physical presence in class and active engagement in daily discussions is expected of all students. Material presented in class may be testable as part of the evaluations noted above.

Each class will follow a three-part agenda focused on increasing understanding of course material, applying course material and analytical tools to the case, and summarizing our key lessons learned, in a list, for later use (on exams, assignments, etc.). The three areas will be addressed according to the following timeline:

- Topical Discussion on the PowerPoint slides (required readings), led by Lecturer with class participation
- 5-10 minute break and time to write on-going formal feedback about the class
- Commence Case Discussion & Summary Learning Point List Creation
- Class Ends and Office Hours Commence for 1 hour

A variety of techniques will be used to encourage participation, including “cold-calls”, assigning specific sections of the case analyses at the start of class, and “numbering-off” of all participants to request answers.

NOTE: The consistency of your participation comments, knowledge of the previously-delivered material, and quiz/assignment results will be addressed holistically. Students should prepare all weekly cases and assignments individually to maximize their learning and demonstrate the required level of understanding of the material.

Students and lecturer at the end of the class will list summary learning points. These points will be important study notes for future

Respect for fellow students is expected and mandatory (see Standard of Conduct section below) and required to encourage participation by all. Respect will further ensure that all relevant case concepts are raised, therefore increasing the depth of the analysis and discussion. Respect encompasses the following concepts:

- Attend all classes and arrive on time
- Allow and encourage others to participate
- Refrain from “cat-calls” or derogatory comments – if students disagree with an analysis or comment, it is fully expected that counter arguments will be presented in a clear, concise, and professional manner

- Coming to class prepared, including having read the case in detail and having prepared any relevant analysis yourself

Group Involvement: For the group assignment, groups should allocate the work evenly among each team member. All team members should be familiar with all aspects of the materials developed and presented. A single mark will be awarded to each member of a group. Groups should meet after hours to complete their group assignment, discuss findings, determine applicable textbook and resource guide approaches to use, analyze results, develop the written report and appendices, and rehearse their final group presentation. Groups can determine if each member will speak during the final presentation or if a single spokesperson will present or some derivation thereof.

Feedback to Instructor: Please send any written or oral feedback to the instructor whenever you feel it is necessary. After session #2, I will ask for your written feedback (just use a blank piece of paper) on any issues you have or things you want to see addressed in the class. This feedback should be confidential, so there is no need to provide your name unless you feel you would like to do so. This type of feedback will then be welcomed at any point during the term. The feedback will be addressed and used to improve the course and your learning experience. During the mid-point of term, a formal feedback survey will be conducted on Zoomerang seeking your feedback on the course to-date with a view to implementing suggestions for improvement for the second part of term.

Submission of Assignments - Late submissions of any assignment may be considered; however, a resolution may be determined at the instructor's discretion and may include an academic penalty.

Standard of Conduct in this Course

Since this course is part of a degree designed to give you a broad understanding of the world of business, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to provide accurate information, quality materials and good service, consistent with our obligations to maintain the high academic standards of the Rotman School of Management.

In return we expect that you will conduct yourself in a way that prepares you for the world of work.

- 1 We start on time, so please do not arrive late and disrupt others.
- 2 Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- 3 Turn off your cell phone, pager, and watch alarm.
- 4 Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- 5 During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also to that of others.

Given that there are multiple sections, please understand that with limited seats in the assigned classroom, those students registered in the section always maintain first right to a seat and priority in classroom space. You are allowed to move between sections provided that you are not taking a seat of a peer already registered in the section. Also, slight variations may be expected between the lecture and/or case discussions, depending on the nature of participation, class discussion, and/or lecturer choice.

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:

disability.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

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 not is 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 the UofT Portal login at <http://q.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at www.portalinfo.utoronto.ca/students and review the Frequently Asked Questions.

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.

Your Lecturer

Jan Klakurka is Chair of the Management and Organizational Studies Department at Huron University College, Western University and long-standing Instructor within the strategy department at the Rotman School of Management, University of Toronto. Jan is a graduate of University of Toronto (B.Comm), the Richard Ivey School of Business (MBA), and Director's College, McMaster University. Jan's professional background spans nineteen years in industry and professional services, and seven more in academia. Prior to the Academy, Jan was Director, Corporate Planning & Business Development, leading and delivering strategy for a mid-tier firm. He has led finance as corporate controller and streamlined operations as Director, Process Improvement, advised C-suite leaders as a senior strategy consulting manager, and worked in Canadian treasury operations. With experience across multiple industries, Jan has served organizations across private and public sectors and now teaches senior year courses in strategy, international business, advanced taxation, among others. Jan's research is directed toward the intersection of strategic planning, lucid foresight and governance, with recent keynotes covering consulting academics and conference presentations in global management. As such, Jan is a designated (APF) member of the Association of Professional Futurists.

Jan has taught *Strategic Management* at University of Toronto since 2005 (UTM: 2005-2009, Rotman: 2012-2018), Huron (2014-2020), and Laurier (2013-2015). Jan's other core teaching courses are *International Business* (2012-2019, including MBA in 2014) and *Management Consulting* at Rotman School of Management (2011-2020) He also regularly teaches

Introduction to Management at Rotman Commerce (2011-2019). This Fall he began teaching in the Masters of Science in Sustainability Management program at UTM, delivering a module called *Sustainability Strategic Change Agent*. In 2014, he began teaching a Summer Abroad course for Rotman/UofT at Masaryk University In Brno, Czech Republic called *Strategy in the European Context* that is going into its seventh year. He has also taught the general management Ivey LEADER (Leading Education in Emerging Regions) program in Dnepropetrovsk, Ukraine and Minsk, Belarus, has spoken on strategic foresight at University of Toronto, leadership, consulting, and finance at Brock University and the Ivey Business School, taught on the topic of wines at the Independent Wine Education Guild, and has developed and delivered training programs to Deloitte Consulting staff on a range of topics.

Jan's ongoing research includes two studies in foresight, one on the Future of the Academy and another on Foresight Competencies within Canada. He has recently completed a paper on the former topic, as well as a paper on values as they influence foresight on long-term perspectives. Jan will be co-leading a track on governance, values and foresight at the 2020 European Academy of Management conference. His recent (2019) conference presentations have taken him to Turku, Finland and Warwick, UK.

A graduate of UTM's Commerce program, Jan went on to complete several designations – CPA, CA, C.Dir., APF and CMC, the latter where he was Gold Medalist for the Canadian Association of Management Consultants (2003). His favourite business book is still Competing for the Future, by Hamel and Prahalad, and he enjoys skiing, golf, scuba-diving, white-water kayaking, and strategic investments. His greatest project is having fun with his two daughters who are fourteen and twelve years-old. In 2006, he was awarded the AIWS designation, joining a worldwide professional group that have completed the Diploma in Wines & Spirits (Dipl.WSET) from the Wine & Spirit Education Trust based in London (U.K.) and is currently on the long road in pursuit of the Master of Wine designation. In 2014, Jan received his Chartered Director's designation offered by the Director's College, DeGroote School of Business, McMaster University. Jan serves as Board member and CFO of Corporations for Community Connections, a private foundation of Siemens, on the finance committee of the Mansfield Ski Club, and on the advisory board for a Mars start-up.

Appendix A

RSM 395Y – Strategy in the European Context
How to Order Cases
Instructor: Jan Klakurka

1. Please go to the Ivey Publishing website located at:
<http://www.iveycases.com>
2. Click on “Register”, and choose the “Student User” role. Complete the registration. (Please be sure to remember your username and password.)
3. Click on this link or copy into your browser:
<https://www.iveycases.com/CoursepackView.aspx?id=22175>
4. Select “Digital Download” – then click on Add to Cart.
5. Go to “My Cart” (located at the top of the page), and click “Checkout”.
6. Enter course information and verify your contact information.
7. Enter your credit card information and then click “submit order”
8. Once you have completed your order, go to “My Orders” to download a copy of the case.
9. You will receive an order confirmation and receipt by email immediately after placing your order.

IMPORTANT - Please Note the Following:

***To open your cases you will need to enter (within the PDF document)
the username and password you created upon registering.***

Access to your case files will expire 30 days from date of purchase.

CASE FILES ARE NOT TO BE TRANSMITTED OR REPRODUCED WITHOUT PERMISSION

If you have any questions or problems, please email cases@ivey.uwo.ca
or telephone 1-800-649-6355 during our regular office hours Monday to Friday
8am to 4pm EST.