### Instructor and Contact Information

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<th>Instructor</th>
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| Dr. Nick Bontis | Course Coordinator  
nbontis@mcmaster.ca  
Office: DSB #207  
Office Hours: after class  
Tel: 905-525-9140 x23918  
C01: Mon 11:30 – 14:20 DSB/AB103 |
| Rita Cossa | Instructor  
cossar@mcmaster.ca  
Office: DSB #223  
Office Hours: after class  
Tel: (905) 525-9140 x26197  
C02: Tue 08:30 – 11:20 DSB/AB103  
C03: Mon 08:30 – 11:20 DSB/AB103 |
| Peter Vilks | Instructor  
vilksp@mcmaster.ca  
Office: DSB #209  
Office Hours: after class  
Tel: (905) 525-9140 x23968  
C04: Fri 11:30 – 14:20 DSB/AB103  
C05: Mon 14:30 – 17:20 DSB/AB103  
C06: Wed 11:30 – 14:20 DSB/AB103  
C07: Tue 11:30 – 14:20 DSB/AB103  
C08: Thu 19:00 – 22:00 DSB/B105 |

**Website:** [http://www.bontis.com/4pa3.htm](http://www.bontis.com/4pa3.htm)

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<th>Week</th>
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| 1    | Mon. Sep. 11 to Fri. Sep. 15 | Discuss: course outline schedule, participation, grading, AVENUE, courseware  
Discuss: Selecting team members for simulation and oral presentation  
Lecture: Introduction to Strategy and Strategic Process  
Special Guest Lecture: Résumé, Cover Letter, Job Interviews, etc. |
| 2    | Mon. Sep. 18 to Fri. Sep. 22 | Read: SAA (Strategic Analysis and Action) Chapters 1 and 2  
Read: Guide to case analysis  
Read: HBR How competitive forces shape strategy  
Optional Read: HBR What is strategy?, McKinsey Core competence  
Lecture: Porter’s 5-forces  
Prepare: Résumé for classmate review  
Case 1: Jay Zee at DeGroote  
Case 2: Cola Wars |
| 3    | Mon. Sep. 25 to Fri. Sep. 29 | Read: SAA Chapters 3 and 4  
Optional Read: HBR Why good companies go bad, Strategy as stretch and leverage  
Case 3: Canadian Airlines  
Class Activity: CAPSIM teams must be formed and TA notified, register on-line |
| 4    | Mon. Oct. 2 to Fri. Oct. 6 | Read: SAA Chapters 5 and 6  
Case 4: Designer Classics  
Read: Capstone Simulation (CAPSIM) Team Member Guide  
Class Activity: Meet with your CAPSIM team to generate strategy  
Assignment Porter’s: Electronic copy due at Turnitin.com (Fri. Oct. 6 @ 4:00pm)  
Assignment Porter’s: Hard copy due in DSB #203 (Fri. Oct. 6 @ 4:00pm) |
<p>| 5    | Mon. Oct. 9 to Fri. Oct. 13 | No Classes (mid-term recess) |</p>
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| 6    | Mon. Oct. 16 to Fri. Oct. 20 | Read: SAA Chapters 7 and 8  
Case 5: Harlequin Enterprises  
Class Activity: PEEST and 5 Forces analysis  
CAPSIM Practice Round #1 Decisions Due: Wed. Oct. 18 @ 3:00am  
CAPSIM Practice Round #2 Decisions Due: Fri. Oct. 20 @ 3:00am  
Initial Situational Analysis: Hard copy due in DSB #203 (Fri. Oct. 20 @ 4:00pm) |
| 7    | Mon. Oct. 23 to Fri. Oct. 27 | Read: SAA Chapters 9, 10 and 11  
Optional Read: BQ There’s a price on your head  
Case 6: Rehabilitation Research Centre  
Lecture: Special Topic (optional)  
CAPSIM Year 1 Decisions Due: Wed. Oct. 25 @ 3:00 am  
CAPSIM Year 2 Decisions Due: Fri. Oct. 27 @ 3:00 am  
CAPSIM Business Plan: Hard copy due in DSB #203 (Fri. Oct. 27 @ 4:00 pm) |
| 8    | Mon. Oct. 30 to Fri. Nov. 3 | Exam: Multiple Choice (open book, no cases)  
CAPSIM Year 3 Decisions Due: Wed. Nov. 1 @ 3:00am  
CAPSIM Year 4 Decisions Due: Fri. Nov. 3 @ 3:00am |
| 9    | Mon. Nov. 6 to Fri. Nov. 10 | Case 7: Hyperion Aurora Trust (submit spreadsheet in class)  
Optional Read: HBR Why be honest if honesty doesn’t pay  
Case 8: Fifth Column  
Optional Read: HBR Good managers don’t make policy decisions  
CAPSIM Year 5 Decisions Due: Wed. Nov. 8 @ 3:00am  
CAPSIM Year 6 Decisions Due: Fri. Nov. 10 @ 3:00am |
| 10   | Mon. Nov. 13 to Fri. Nov. 17 | Case 9: Weytjen’s First Assignment  
Optional Read: CDI Managing and improvising. HBR When is virtual virtuous?  
CAPSIM Year 7 Decisions Due: Wed. Nov. 15 @ 3:00am  
Case Exam: Download from AVENUE on Thu. Nov. 16 @ 10:00pm  
CAPSIM Year 8 Decisions Due: Fri. Nov. 17 @ 3:00am |
| 11   | Mon. Nov. 20 to Fri. Nov. 24 | Case Exam: Electronic copy due at Turnitin.com (Tue. Nov. 21 @ 12:00pm noon)  
Case Exam: Hard copy due in DSB #203 (Tue. Nov. 21 @ 12:00pm noon)  
Major Field Test in Business |
| 12   | Mon. Nov. 27 to Fri. Dec. 1 | Presentations: Present video and/or oral presentation in class  
COMP-XM Start: Mon. Nov. 27 @ 8:00am  
COMP-XM Complete Years 1-4 and Board Queries by Fri. Dec. 1 @ 4:00pm  
CAPSIM Peer Evaluations Start: Mon. Nov. 27 @ 8:00am  
CAPSIM Peer Evaluations Due: Fri. Dec. 1 @ 4:00pm |

**NOTE:** Mark your calendar – McMaster World Congress (February 1-2, 2018)  
http://wordcongress.mcmaster.ca