

Course Code & No.:	MGMT430, Section 1
Course Title (Credits):	Business Strategy (3)
Term & Year:	Spring 2016
Course Ref. No. (CRN):	10033
Instructor:	G. Chou, Ph.D.
Phone(s):	Office: 775-223-7581 (office)
Email:	gchou@sierranevada.edu
Office location:	TCES 2 nd Floor – Business Department
Office Hours:	By appointment only;
Class Meeting Time:	M/W 10:00 – 11:15 AM
Location:	TCES
Prerequisites:	Senior standing; completion of all lower division Business Core courses and at least 2 upper division Business Core courses
Corequisites:	None

Required Texts and Materials

1. *Competing for Advantage, Third Edition*; Hoskisson, Hitt, Ireland & Harrison; South-Western Cengage Learning, 2013; ISBN-13: 978-0-538-47516-7

Related Texts and Materials

Handouts/resources posted on course Moodle site.

Course Description

This comprehensive, senior capstone course builds on the business department core courses. Strategic analysis, strategy formulation, and strategy implementation are taught with emphasis on the application of business knowledge through case analysis and a business simulation game. Concepts covered include: industry and competitive analysis, value chain and resource analysis, business and corporate level strategies, international strategies, and managing innovation.

Student Outcomes

Upon successful completion of this course, a student will be able to:

1. Define and analyze the strategy of a company including: assessing the company's business position within the industry environment, long-term direction, resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage [[Entrepreneurial Thinking](#)].
2. Craft a business strategy by evaluating strategic options using 'what if' analysis to evaluate alternatives, and making sound strategic decisions.
3. Conduct an industry analysis and explain the competitive challenges of a global business environment.
4. Explain the range of actions managers can take to lead and promote strategy execution, and participate as an effective member of a strategy implementation team [[Professional Preparedness](#)].
5. Integrate the knowledge gained in earlier core courses in the business department curriculum and explain why the different parts of the business need to be managed cohesively for the organization to be sustainably successful [[Sustainability](#)].
6. Improve managerial judgment, business risk assessment and decision-making skills for achieving effective outcomes [[Professional Preparedness](#)].

7. Become more proficient in using computers and online tools to conduct research, analysis, and present (design and communicate) findings and recommendations [[Professional Preparedness](#)].
8. Increase awareness of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices [[Sustainability](#)].

Instructional Strategies

Individual and group assignments, case discussions and other in-class activities will provide students with an opportunity to enhance their understanding of concepts and their implications and to learn how to apply these concepts to real-life situations. Students requiring additional help with course material are encouraged to contact the instructor.

Methods of Assessing Student Outcomes

Student outcomes will be assessed using the following:

1. Classroom presentations, discussions and participation;
2. Class Preparation Assignments and personal initiatives;
3. Exams emphasizing application of knowledge;
4. Individual assignments;
5. Team Project – written strategic plan and presentation to class.

Attendance

Students are expected to attend all classes and responsible for signing-in. Students are also expected to be in class for the entire duration of the class period and not be more than 2 minutes late.

All work is due on the date published on the syllabus or otherwise communicated, irrespective of whether an absence on the due date is excused or unexcused. Late assignments will incur late penalty deductions of approximately 5% per day beyond the date due or otherwise negotiated with the instructor. Tardy arrival in class or early departure without advance notice will result in a reduction of participation points.

Course Assignments and Projects

1. **Course Preparation Assignments (CPAs):** Students will submit a written CPA on the reading assigned for each class. Each CPA should: (1) Identify the most important learning points in the assigned reading, and (2) explain in a few sentences why each point is considered important. Students wishing to submit written CPAs for additive Personal Initiative credit are encouraged to read additional relevant materials and identify learning points from such materials.
2. **Team Project** – MGMT 430 Common Assignment - details on project scope, written assignment and oral presentations will be provided in class.
3. **Individual Assignments** – Individual assignments to apply concept and knowledge to real business situations – details will be provided in class.

Written Assignments

In this course, as in the business world, the quality and professionalism of the language and presentation of written and presented work will count. Papers with substantial grammar, spelling, or word-choice errors will suffer. The level of formality of writing and presentation should be business-appropriate

and slang or vernacular expressions are to be avoided. Students for whom English is a second language or who require accommodation based on documented need should see the instructor. Students are encouraged to submit draft work for review and comment whenever time allows. Papers will be graded using the SNC Common Rubric for Written Communication.

Late Assignments

Will be penalized 5% for each day the assignment is late. Missed exams will be assigned a zero grade unless prior arrangements are made with the instructor. In extremely unusual cases, these penalties may be waived at the instructor's discretion in cases of documented serious circumstances clearly beyond the student's control.

Oral presentations

Will be graded using the SNC Common Rubric for Oral Communication.

Grading Policy

Based on a grading scale of 1000 points total - which will include class participation, homework, tests, assignments and projects using the following criteria:

- Class attendance, case discussion and participation (200 pts)
- Two tests (200 pts)
- Four case studies (50 pts each, 200 pts)
- Team Project – MGMT 430 Common Assignment and team presentation (400 pts)

Prim Library Resources

Using the library's resources effectively (not just Internet resources) contributes to developing each of SNC's core themes by exposing students to high quality academic resources, diverse opinions, new ideas, and a future that includes building on a liberal arts education.

THE HONOR CODE

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore, faculty and students accept responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

Consequences of Violating the Student Honor Code

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the

Honor Code become part of a student's academic record. **1st Offense:** Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning. **2nd Offense:** Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning. **3rd Offense:** Student is expelled.

Special Accommodations (ADA) Statement

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at (775) 831-1314 x7534, hconover@sierranevada.edu or go to the OASIS offices on the third floor of Prim Library within the first week of the semester.

The SNC Email System

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year.

Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account.

The Sierra Nevada College Mission Statement

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the **liberal arts** and **professional preparedness** through an interdisciplinary curriculum that emphasizes **entrepreneurial thinking** and environmental, social, economic and educational **sustainability**.

The Core Themes:

Liberal Arts
Professional Preparedness
Entrepreneurial Thinking
Sustainability

Class Schedule

The schedule of topics, tests, assignments etc. is presented in the table below. This schedule is subject to change depending on student progress, student interests, and outside speakers' availability. Updated schedule will be posted on course Moodle site.

Date	Topic	Preparation / Assignments Due
Week 1 W 1/20	Course overview and syllabus; What is “strategy” and the strategic planning process	Purchase textbook
Week 2 M 1/25	PART 1. Strategic Thinking Strategic challenges and the role/importance of management and leadership.	CPA: Chapters 1 & 2
W 1/27	PART 2. Strategic Analysis The External Environment: Porter’s 5-forces framework, PEST analysis, opportunities and threats	CPA: Ch. 3
Week 3 M 2/1	The Internal Organization: resources, capabilities, core competencies, strengths and weaknesses	CPA: Ch. 4
W 2/3	Case Study 1. Organize project teams: prepare charter	To be posted on Moodle
Week 4 M 2/8	Test 1: Strategic Analysis	
W 2/10	Return & review Test 1 Team Project workday – Project Proposal	Team Project Proposal Due
Week 5 M 2/15	Presidents Day Holiday – College Closed	
W 2/17	PART 3. Creating Competitive Advantage Porter’s generic strategic options	To be posted on Moodle
Week 6 M 2/22	Business Level Strategies: Cost leadership, differentiation, integrated strategies	CPA: Ch. 5
W 2/24	Competitive Rivalry	CPA: Ch. 6
Week 7 M 2/29	Corporate Governance	CPA: Ch. 11
W 3/2	Case Study 2	To be posted on Moodle
Week 8 3/7-11	Mid-Term Week	
M 3/7	Team Project workday	Work on team project written case draft

W 3/9	Mid-Term: Team project workday	Team Project Written Case Draft Due
Week 9 3/14-18	Spring Break	Enjoy your break
Week 10 M 3/21	Corporate Level Strategies: Diversification, restructuring, vertical integration, SBUs, etc.	CPA: Ch. 8
W 3/23	Corporate Level Strategy: Mergers & Acquisitions	CPA: Ch. 9
Week 11 M 3/28	Cooperative Strategy: Strategic alliances, joint ventures, ownership and control, risks	CPA: Ch. 7 plus materials to be posted on Moodle
W 3/30	International Strategy	CPA: Ch. 10
Week 12 M 4/4	Case Study 3	
W 4/6	Test 2: Corporate-Level Strategies	
Week 13 M 4/11	Return & Review Test 2 Team Project workday	
W 4/13	PART 4. Creating Entrepreneurial Opportunities Types of corporate entrepreneurial opportunities	To be posted on Moodle
Week 14 M 4/18	Managing Innovation (internal and external)	CPA: Ch. 12
W 4/20	Corporate venture and spin-outs	To be posted on Moodle
Week 15 M 4/25	Case Study 4	To be posted on Moodle
W 4/27	Team project workday	
Week 16 M 5/2	Team project workday	
W 5/4	No classes on campus	
F 5/6	Scheduled Final Exam Day: Team Project Presentations	