

Course Code & No. - Section: MGMT 430
Course Title (Credits): Business Strategy (3)
Term & Year: Spring / 2014
Course Ref. No. (CRN): 800102

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Office: 2nd Floor TCES
Office Hours: Fridays after class, or by appointment

Class Meeting Time: F 1:00pm - 3:45pm
Location: TCES 209

Prerequisites (from Catalog): Senior Standing
Corequisites (from Catalog):

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 active class discussion.

Concepts covered include: industry and competitive analysis, value chain and resource analysis, business and corporate level strategies, international strategies, strategy implementation, and managing innovation. **Students should have senior standing** (December 2013 or May 2014 graduation).

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.**
- 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-implementing team.
- 5. Integrate the knowledge gained in earlier core courses in the business school curriculum. Show how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed cohesively for the organization to operate in winning fashion. (entrepreneurial thinking, professional preparedness, sustainability)**
6. Improve managerial judgment, business risk assessment, and decision-making skills for achieving effective outcomes. (professional preparedness)
- 7. Professional preparedness: Become more proficient in using computers and online tools to conduct research, analysis, and present (design and communicate) findings and recommendations.**
8. Increase awareness of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices. (sustainability)

Instructional Strategies

This class will utilize lectures, small groups, and individual work in class using laptop computers, inquiry learning, case studies, and homework assignments. Guest speakers may be invited to speak to special topics. The course makes use of the *Moodle* course management system.

Required Texts and Materials

1. *Competing for Advantage*; 3rd Edition; Hoskisson and Hitt; South-Western; (c) 2008; ISBN: 978-0538475167
2. Harvard Business Publishing Course Packet: students will be required to purchase a course packet from HBP during the first 2 weeks of the course (\$12-\$15 cost), containing the case studies we will use during class. Information on how to purchase will be distributed during the first class session.
3. Laptop computer that meets the SNC Laptop Requirements

Recommended Reading (Good places to start broadening your real-world business acumen and knowledge)

1. *The Wall Street Journal*, *The New York Times* and/or *The Economist*
2. *Green to Gold*; Revised 2009 Edition; Daniel Esty and Andrew Winston; John Wiley & Sons; (c) 2009; ISBN: 978-0-470-39374-1

Optional Reading (If you have the time and want to dive in further!)

1. *Strategic Management*; Saloner, Shepard and Podolny; John Wiley & Sons, Inc; (c) 2001; ISBN: 0-471-38071-7

Attendance

Students are expected to actively participate in all classes (be present) and to attend all class sessions for the entire duration of the class period. As in the real world, late attendance OR early departure disrupts not only your learning but that of your peers, and repeated late attendance will not be tolerated.

Students with three (3) late attendances or absences will receive a zero (0) for their attendance and participation grade for the semester. Please talk with the instructor after the first class if you feel this is likely to be an issue.

Class Requirements

All students should bring a laptop computer to each class.

Note taking on laptops / tablets is OK. However, use of laptops during class period for any actively unrelated to class (for example, chatting on Facebook, checking email, or watching Arrested Development reruns) is NOT ok. If a student is found using a computer for purposes other than note taking or activities approved by the instructor, laptop privileges will be revoked.

Smart phones and cell phones MUST be turned off or set to 'silent mode'. Sending or receiving texts for any purpose disrupts both yourself and other students and is NOT allowed during class.

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. In this course, you will be expected to utilize the library's resources (either on-site or remotely) as you complete your assignments.

At a minimum, you will be expected to use the library to read the above listed newspapers – in electronic or paper form.

Sanctions for Cheating and/or Plagiarism

In the business world, there is a fine line between innovation (which is an engine for business growth yet results necessarily from building upon the works and inventions of others), and plagiarism. Trademarks, copyrights and intellectual property laws function to protect this ethical balance, and harsh punishments are levied on companies and employees who violate these laws.

As a student, you are expected to discuss, build upon, and apply business concepts using the resources and models provided. However, plagiarizing, fabricating, and cheating are examples of ethical violations that are subject to the honor code and will not be tolerated (see next two sections).

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.

ADA Accommodations

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, office in Prim Library: PL-304.

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
Sustainability	Entrepreneurial Thinking

Methods of Assessing Student Outcomes

See section below titled "Grading Policy" for specific assignments. Student outcomes will be assessed using the following methods:

Case study, discussion participation, written case write-ups, and team case study presentation and report. The cases are an opportunity for students to apply their knowledge to real-life situations, practice strategic analysis, and further develop business acumen. Students will be evaluated on their insightful participation in classroom case study discussions, on their written analyses of cases, and on a team presentation of a case (i.e. the midterm).

Final paper will measure the student's understanding and knowledge of the subject matter learned in class and from the reading assignments

Grading Policy

Your grade for the class will be determined by the following*:

20 Points	Attendance & In-Class Participation
15 Points	Case Write-Up 1
30 Points	Midterm Presentation (Group Project, 25% of grade)
15 Points	Case Write-Up 2
30 Points	Final Paper
110 Points	Total Points

*Late assignments will be docked 10% of the point total for each day late. E.g. if you turn in a case write-up 2 days after the deadline, you can receive a maximum of 12 points (80%) for the assignment.

Class Schedule (Due-Dates in Bold)

***Please note there is a working field trip tentatively scheduled during class on February 28th, where we will journey to a local business. This trip will take place during class hours, and further information will be provided on Day 1 of class.**

Week	Date	Topic	Preparation / Assignment
1	Jan 24	Welcome / What is Business Strategy?	Read Chapter 1 and Berkshire Hathaway's 2012 Letter to Shareholders: http://www.berkshirehathaway.com/letters/2012ltr.pdf
2	Jan 31	Thinking Like a Strategist	Chapter 2
3	Feb 7	Different Views of Strategy	Chapter 3
4	Feb 14	Forces that Shape Strategy and Scenario Modelling	Chapter 3 & 4

5	Feb 21	Discuss Business Case #1 in Class	Case #1 Write-up due at start of class
6	Feb 28	Resources and Developing a Business Strategy * Patagonia Fieldtrip Discuss Midterm Assignment	Chapter 5 & 7
7	Mar 7	Strategies for Growth and Setting a Vision	Chapter 6 & 8
8	Mar 14	Present Midterms	All Groups Turn in Midterm Presentations at start of class
9	Mar 21	Making Strategy Decisions	Chapter 11
10	Mar 28	Innovation	Chapter 10
11	Apr 4	Implementing Strategy	Chapter 9
12	Apr 11	Discuss Business Case #2 Competition and the Customer	Case #2 Write-up due at start of class Chapter 12
13	Apr 18	Sales, Marketing and Brand Mgmt Discuss Final Assignment	Chapter 13
14	Apr 25	Managing Knowledge and Information Managing Finance and Risk	Chapter 14 & 15
15	May 2	Leadership	Chapter 16
16	May 9	Course Review & Additional Topics	Final Paper Due at start of class