

MGMT 430 Business Strategy Course Syllabus

Johnson - Fall 2017

SNC Course Code & Section: MGMT430, Section 1
Course Title & Credits: Business Strategy (3)
Term & Year: Autumn 2017
Course Ref. No. (CRN): 80219
Instructor: J. Johnson,
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Office: TCES 2nd Floor, Business Dept.
Office Hours: TBD
Class Meeting Times: T/Th 1:00 PM - 2:15 PM
Location: TCES 206

Prerequisites: Senior standing; completion of all lower division Business Core courses and at least 2 upper division Business Core courses

Required Text and Materials

1. Dess, G., McNamara, G. and Eisner, A.; *Strategic Management: Text and Cases, 8th ed.*, McGraw-Hill Education, 2016; ISBN-13: 978-1259278211.
2. Case studies and articles to be distributed in class or posted on course Moodle site.
3. Laptop computer that meets the SNC Laptop Requirements.

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 corporate entrepreneurship.

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, capabilities, and opportunities for gaining sustainable competitive advantage.
2. Craft a business strategy by evaluating strategic options and making sound strategic decisions.
3. 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.
4. Integrate the knowledge and tools learned in earlier business core courses and apply those knowledge and tools to strategic analysis and strategy formulation.
5. Become more proficient in using online business resources to conduct research and analysis; and present findings and recommendations.
6. Increase awareness of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Instructional Strategies

Lectures, assignments, case discussions, and a final team project will provide students the opportunity to enhance their understanding of business strategy concepts and tools and to apply these concepts and tools to real-life business situations.

Methods of Assessing Student Outcomes

Student outcomes will be assessed using the following:

1. Classroom participation and contribution;
2. Individual and team assignments;
3. Case reports and discussions;
4. Final team project.

Grading Policy

Based on a total of 500 points, final grades will be assessed using the following criteria:

- Class attendance and participation - 100 points
- Homework assignments and quizzes - 150 points
- Two case studies - 100 points
- Team Project - 150 points

Final Grade/Points:

- A = 930 or above
- A- = 900 - 929
- B+ = 870 - 899
- B = 830 - 869
- B- = 800 - 829
- C+ = 770 - 799
- C = 730 - 769
- C- = 700 - 729
- D+ = 670 - 699
- D = 630 - 669
- D- = 600 - 629
- F = less than 600

Class Policies and Student Responsibilities

Class Attendance

Students are expected to attend all classes and actively participate/contribute to class discussions. There will be **four allowed absences**; after which, the class participation grade will be zero. Students are expected to be in class for the entire duration of the class period. If you cannot attend the entire class, please let me know before the class your reason for leaving early or arriving late.

Cell Phones and Laptops

Cell phones must be turned off or set to 'silent mode' and not be used for texting or emailing during class. In case of an emergency where you must take a call, please step outside the classroom for the call.

Laptop computers are to be used only for class activities approved by the instructor. The laptop should not be used for watching videos, doing emails, web browsing or doing homework for another class.

Assignments Due

All assignments are due on the dates communicated by the instructor. **Late assignments will incur penalty deductions of 33% per day beyond the due date.** (If you turn in an assignment more than 2 days late, the assignment grade will be zero.)

All assignments must be submitted on Moodle, unless otherwise instructed by the instructor. No email assignments will be accepted. The Moodle time stamp will be used to determine whether the assignment was submitted on time. In case of an absence, the assignment must be submitted prior to your absence.

There will be no assignment re-do allowed. Come see me during office hours *before* the assignment due date if you need extra help on completing the assignments.

Exams and Quizzes

Missed exams and quizzes will be assigned a zero grade unless prior arrangements are made with the instructor due to an excused absence.

Written Assignments and Oral Presentations

In this course, as in the business world, the quality and professionalism of the written and presented work are important. Written assignments with substantial grammar, spelling, or word-choice errors will suffer. The level of formality of writing and presentation should be business-appropriate; slang or vernacular expressions are to be avoided.

Written assignments will be graded using the *SNC Common Rubric for Written Communication*. Oral presentations will be graded using the *SNC Common Rubric for Oral Communication*. Students for whom English is a second language or who require accommodation based on documented need should see the instructor.

PEPR

PEPR (Psychology Experiment Participation Record) will not be accepted for extra credit.

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**.

Class Schedule

The schedule of topics is presented in the table below. This schedule is subject to change depending on student progress, student interests, and the availability of guest speakers.

MGMT 430 Spring 2017 Class Schedule (subject to change)

| Date | Topic | Assignment Due Before Class |
|-------------------------------|--|---|
| Week 1 8/22 8/24 | Course overview and syllabus; PART 1. Strategic Analysis Ch. 1 Strategic Management: Creating Competitive Advantage | Purchase textbook; sign up on Moodle; read Ch.1 |
| Week 2 8/29 | Ch. 2 Analyzing the External Environment of the Firm | Read Ch. 2 |
| 8/31 | Ch. 3 Assessing the Internal Environment of the Firm | Read Ch. 3 |
| Week 3 9/5 | Ch. 4 Recognizing Firm's Intellectual Assets | Read Ch. 4 |
| 9/7 | Ch. 13 Analyzing Strategic Management Cases | Read Ch. 13 |
| Week 4 9/12 | Review of Strategic Analysis. Preparation for Case Study 1 | |
| 9/14 | Case Study 1 | Case report due |
| Week 5 9/19 | PART 2. Strategy Formulation Ch. 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages | Read Ch. 5 |
| 9/21 | Ch. 5 Business-Level Strategy (cont'd) | |
| Week 6 9/26 | Team Project definition | Identify project teams |
| 9/28 | Team Project work day | Team Project Outline due |
| Week 7 10/3 | Ch. 6 Corporate-Level Strategy: Creating Value through Diversification | Read Ch.6 |
| 10/5 | Ch. 6 Corporate-Level Strategy (cont'd) | |
| Week 8 10/10 | Midterm Week Team Project workday | |
| 10/12 | Review Business- and Corporate-Level Strategy and Preparation for Case Study 2 | Team Project Part 2 due |

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| Week 9 10/17 | Case Study 2 | Case report due |
| 10/19 | Ch. 7 International Strategy: Creating Value in Global Markets | Read Ch. 7 |
| Week 10 10/24 | Ch. 7 International Strategy (cont'd) | |
| 10/26 | Teams to present International Strategy mini-case | International strategy mini-case |
| Week 11 10/31 | Ch. 8 Entrepreneurial Strategy and Competitive Dynamics | Read Ch. 8 |
| 11/2 | Ch. 8 Entrepreneurial Strategy (cont'd) | |
| Week 12 11/7 | PART 3. Strategy Implementation Ch. 9 Strategic Control and Corporate Governance | Read Ch. 9 |
| 11/9 | Ch. 10 Creating Effective Organizational Designs | Read Ch. 10 |
| Week 13 11/14 | Ch. 11 Strategic Leadership: Creating a Learning and Ethical Organization | Read Ch. 11 |
| 11/16 | Ch. 12 Managing Innovation and Fostering Corporate Entrepreneurship | Read Ch. 12 |
| Week 14 11/20 | Thanksgiving break | |
| 11/24 | Thanksgiving break | |
| Week 15 11/28 | Final Team Project – 1 st Draft, 5 minute drill | Team project |
| 11/30 | | Team project |
| Week 16 12/5 | Team Presentations | Team project |
| 12/7 | Team Presentations | Team project |
| Week 17 12/12 | Reflections – review of strategic management concepts and tools | |
| 12/14 | Final Exam day –good luck!!! | |