

# MGMT 430 Business Strategy (Capstone)

## Abravanel - Spring 2020

### Course Syllabus

<b>SNC Course Code &amp; Section</b>	MGMT430, Section 1
<b>Course Title &amp; Credits</b>	Business Strategy (3)
<b>Term &amp; Year</b>	Spring 2020
<b>Instructor</b>	L. Abravanel (Mr. A)
<b>Phone</b>	775.221.7380 (SNC)
<b>Email</b>	<a href="mailto:labravanel@sierranevada.edu">labravanel@sierranevada.edu</a>
<b>Office</b>	TCES 2nd Floor, Business Dept.
<b>Office Hours</b>	By Appointment Only <i>(email me if you would like to schedule a meeting)</i>
<b>Class Meeting Times</b>	M / W 1:00 PM – 2:45 PM
<b>Location</b>	PL 213
<b>Prerequisites</b>	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.
  - a. [https://bookshelf.vitalsource.com/#/books/9780134167947/epubcfi/6/2\[vnd.vst.idref=cover\]!/4/2@0:10.7](https://bookshelf.vitalsource.com/#/books/9780134167947/epubcfi/6/2[vnd.vst.idref=cover]!/4/2@0:10.7)
2. “Good to Great”, Collins
3. Case studies and articles (in Dess textbook).
4. 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 potential 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, plus more.

**Definition:** Strategic management consists of the analyses, decisions, and actions an organization undertakes in order to create and sustain competitive advantages.

### Key Attributes of Strategic Management

- Directs the organization toward overall goals and objectives.
- Includes multiple stakeholders in decision making.
- Needs to incorporate short-term and long-term perspectives.
- Recognizes trade-offs between efficiency and effectiveness.

## Strategic management involves:

- Analysis
  - Strategic goals (vision, mission, strategic objectives)
  - Internal and external environment
- Decisions - Formulation
  - What industries should we compete in?
  - How should we compete in those industries?
- Actions – Implementation of **strategy**
  - Allocate necessary resources.
  - Design the organization to bring intended strategies to reality.

## 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, a midterm, 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 attendance / participation and contribution;
2. Individual and team assignments;
3. Case reports and discussions;
4. Mid Term Exam
5. Final team project.

### **Grading**

#### Attendance Policy

For every 2 classes a student misses (in class), they will be docked a full grade. Attendance will be taken daily and absences will be tallied up at the end of semester -- your final grade will reflect your missed absences.

Final grades will be mainly assessed using the following criteria:

- |                                      |                                |
|--------------------------------------|--------------------------------|
| o Class attendance and participation | 10 points                      |
| o Assignments & Quizzes              | 15 points                      |
| o Midterm Exam                       | 15 points                      |
| o Final Exam                         | 15 points                      |
| o Case Studies                       | 20 points                      |
| o Team Project                       | 30 points                      |
|                                      | o 15 points for presentation   |
|                                      | o 15 points for written report |

#### **Final Grade/Points:**

- A = 93 or above  
 A- = 90 - 92.9  
 B+ = 87 - 89.9  
 B = 83 - 86.9

B- = 80 - 82.9  
C+ = 77 - 79.9  
C = 73 - 76.9  
C- = 70 - 72.9  
D+ = 67 - 69.9  
D = 63 - 66.9  
D- = 60 - 62.9  
F = less than 60

## **Class Policies and Student Responsibilities**

### Class Attendance

Students are expected to attend all classes and actively participate/contribute to class discussions. There will be **1 allowed absence**; 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 a penalty deduction of 50% immediately after the due date.**

All assignments must be submitted on Canva, unless otherwise instructed by the instructor. No email assignments will be accepted. The Canva 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.

#### Team Sports Policy

SNC encourages and supports participation in team sports, however, an excused absence from class does not excuse you from assignments. To get credit, assignments must be received by email prior to the due date posted on Canva. **Make up quizzes are not offered**, however, each student may drop one quiz score.

### **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 SNC 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](mailto: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**.

### MGMT 430 | Important Dates

Date	Topic	Action Items
Week 1	Course overview, discussion of class deliverables	Purchase books Sign up on Canvas; read Ch.1
Wednesday , March 4th,	Midterm	

PL 213  1-2:45pm		
March 6 - 15th	Spring Break	Relax (and/or catch up on assignments)
May	Finals	