



BUSI 4359 – 130, BUSINESS STRATEGY

Spring Semester: Jan 16 – May 11, 2018

INSTRUCTOR and CONTACT INFORMATION

Instructor: Dr. David Geigle

Email: Please use the Canvas messaging system.

Office Hours: By appointment

Mode of Instruction and Course Access

This course is a 100% online course and uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>].

Student - Instructor Interaction

Please use the Canvas email messaging system. I check emails daily during weekdays and will normally respond to your message within 24 hours.

911 Cellular

Emergency Warning System for Texas A&M University – Central Texas 911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [<https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management>] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE OVERVIEW

Catalog Description: Concepts and principles of accounting, economics, finance, management, marketing, and quantitative methods relevant to developing successful strategy. Examine problem solving and business decision making. Appropriate for senior business majors during their last semester. Prerequisite(s): ACCT 2301, ACCT 2302, ECON 2301, FIN 3301, BUSI 3311, MGMT 3301 and MKTG 3301. A materials fee of \$45 is required for needed course materials (Globus).

This is a writing-intensive capstone course that focuses on how firms formulate, implement, evaluate, and present strategies through written case study analysis, presentations and a computer-based business simulation.

COURSE LEVEL OBJECTIVES

At the end of this course students should be able to:

- 1) To satisfactorily complete (70% of the points available or higher) an external analysis of a firm, including a detailed analysis of the competitive environment of the firm.
- 2) To satisfactorily complete (70% of the points available or higher) an internal analysis of a firm, including the identification of the (sustainable) competitive advantages of the firm and the resources and capabilities that lead to these advantages.
- 3) To satisfactorily complete (70% of the points available or higher) an assessment of the firm's current strategy, including the ability to identify the strategic problems of a firm and to develop solutions to a firm's strategic issues.
- 4) To satisfactorily complete (70% of the points available or higher) skills acquired in finance, accounting, marketing, and MIS courses to create a successful generic strategy to a firm.

STUDENT LEARNING OUTCOMES

1. COURSE INTRODUCTION: In this section of the course, students will demonstrate their understanding of the overall design of the course, the specific course components involved, and the foundational terms upon which the course will build.

1.1. Students will read the contents of this course syllabus.

1.2. Students will identify the necessary elements for completing a case study analysis in this class (in preparation for completing a case study in later course modules) and an individual project.

1.3. Students will identify the terms and procedures from the Participant's Guide for the Glo-bus™ strategy simulation (in preparation for participation in the simulation).

1.4. Students will define and describe the terms strategy and the strategic management process.

1.5. Students will define and correctly utilize the vision, mission, and values framework.

2. STRATEGIC ANALYSIS: Students will define the terms, describe the frameworks, and engage in the process of strategic analysis.

2.1. Students will define the components of external environment analysis, and conduct an external environment analysis for a real company.

2.1.1. Students will define and describe the components of the general environment, and conduct an analysis of the general environment of a real company.

2.1.2. Students will define and describe the components of the competitive environment, and conduct an analysis of the competitive environment of a real industry.

2.1.3. Students will define and describe the strategic group's framework, and conduct a strategic group's analysis for a real industry.

2.2. Students will define the components of internal environment analysis, and conduct an internal analysis for a real company.

2.2.1. Students will identify the components and distinctive features of the value chain analysis framework, and conduct a value chain analysis of both a firm and an industry.

2.2.2. Students will identify the components and distinctive features of the resource based view of the firm, and conduct a resource analysis for a real firm.

3. STRATEGIC FORMULATION: Students will identify the principles and processes of formulating strategy, and will formulate a strategy for a real company.

3.1. Students will identify the distinctive features of business-level cost leadership, differentiation, focus, and combination strategies, and create a set of strategic alternatives for a real company based on these strategies. Students will also implement one or more of these strategies as part of a course strategy simulation.

3.2. Students will identify different varieties of corporate diversification and the relative risks and benefits inherent in each.

3.3. Students will identify components of entrepreneurial strategy and competitive dynamics.

4. STRATEGIC IMPLEMENTATION: Students will define the terms and principles of strategic implementation, and will develop a strategic implementation plan for a real company.

4.1. Students will identify types and principles of strategic controls and corporate governance, and demonstrate these principles as part of a strategic implementation plan for a real company.

4.2. Students will identify types and distinctive features of different organization structure types.

4.3. Students will identify the qualities, dimensions, and paradoxes of innovation and the basic principles involved in managing it

TEXTBOOK

Dess, Lumpkin, Eisner, and McNamara (2016). Strategic Management: Text and Cases, 8th Ed., McGraw-Hill/Irwin, New York. ISBN [978-1-259-278211](#).

A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

COURSE REQUIREMENTS

Discussions Forum

You will be required to contribute and participate in ten discussions throughout the semester. The requirements for each discussion may be found in the “Assignments” and “Discussion” sections on Canvas.

The first discussion is your personal introduction as follows:

1. Your name
2. Major
3. Plans after graduation
4. An answer to the following question: “In 5 years I will consider myself a success if...”
5. What you hope to get out of this class (i.e., beyond a grade, credit hours, or a diploma)

6. Hobbies and interests
7. An interesting fact about you
8. A description of what sort of team member you would be, including what specific skills and competencies you possess, what your work ethic is like, what your time availability this semester is, what your level of motivation is, and what your personality is like.
9. Anything else you would like to share with the class.

Business Simulation

Each student will take part in a competitive, computer-based business simulation. This component of the course will be administrated and monitored by your teaching assistant who will contact you during the first week of the semester with details and guidance. Your teaching assistant will also be available throughout the semester to help you with anything related to the simulation. See Appendix A for the schedule.

National Business Standardized Test (Peregrine)

You will need to register for and take this national business standardized test and post your results on the Canvas Assignment page.

Student Registration Instructions

To begin the registration process, please follow the on-screen instructions found at the following URL. <https://micro.peregrineacademics.com/ct-tamus>

Your password is: TEX-1001

Please select the test that corresponds to your major, so we can accurately track the data.

The registration process should take no more than 5 minutes to complete. Upon completion of your registration you will receive a confirmation email with your exam/course link for taking the exam, at the email address you provide. If you have any problems with the registration process, please visit our technical support page at: <http://www.peregrineacademics.com/support>

There is no need to study and it will take a couple of hours to take this exam. It is a difficult exam and you simply might not have been exposed to some of the material needed to answer all the questions, thus the results will be normed to calculate the points you will receive. Average student scores are around 55% which would be converted to 78 points for your grade calculation.

Book Report

You will select a book from the booklist and complete a book report according the requirements of the assignment in Canvas. You will also post a one page summary of your report in a discussion forum for your classmates to see

Quizzes

All of the quizzes are available at the beginning of the term. There is no time limit for the quizzes other than the expiration date/time. You may complete all of the quizzes as quickly as you would like, but no later than the expiration date of each quiz. You may log on and off each quiz until the expiration at which time the quiz is no longer available. Be sure to save your answers before you log off each time and to submit your quiz before the expiration date. Grades for each quiz are posted after their respective expiration dates.

Quiz one will cover chapters 1, 2, 3, 4

Quiz Two will cover chapters 5, 6, 7, 8

Quiz Three will cover chapter 9, 10, 11, 12

Term Paper

You may choose to do the term paper individually or as a team of 2, 3, or 4 – your choice. Your term paper assignment is to choose a firm, document their current situation, and propose a strategy for their future. Your term paper will be submitted in six sections.

1. Industry Profile and Situation Analysis
2. External Environment
3. Target Market
4. Internal Environment
5. Proposed Strategy
6. Final Report

Each section (1- 5) of the report needs to be at least 7 pages, single spaced, with the content being at least five pages, single spaced, with 11 or 12-point font. For each section, in addition to the five+ pages of single spaced content, you need to include a cover page, list of references, and other pages as needed. Finally, you will combine all the sections into your final report and add a table of contents and 1 page single spaced executive summary at the beginning. All references should be properly cited using the American Psychological Association (APA) format.

Canvas uses the VeriCite plagiarism checker. Be sure to review your VeriCite report and fix any problems with plagiarism before each of your submissions on their due dates.

Term Paper, Section 1, Industry Profile and situation analyses

I. Company Profile

An overview of the firm, basic company information, what they do, their history, product lines, market share, revenue, profitability, etc. and their current strategic situation (Vision, Mission, Strategic Objectives, Values).

II. Industry Profile

An overview of the industry, what the industry provides, the size and number of competing firms, who are the major players, industry rate of change (stable or in flux), industry life cycle, major changes and innovations that are occurring within the industry, key success factors, etc.

Term Paper, Section 2, External Environment

I. External Environment

Analysis and description of the external environment in which the firm competes including demographic, sociocultural, political/legal, technological, economic, and global considerations.

ii. Porter's Five Forces Model Analysis

Term Paper, Section 3, Target Market

I. Market segmentation and the firm's target markets by product line or line of business.

Geographic (community, state, region, country, etc.), demographic (age, race, gender, marital status, occupation, education, income, etc.), behavioral/lifestyle (activities, personality, customer loyalty, affiliations, culture, etc.).

II. Positioning and the firm's strategic approach to address their selected target markets (differentiation, cost, focus, etc.) for each product line or line of business.

III. Forecast

Your expectation of the future environment including changes within the firm, the industry, and the external environment including demographic, sociocultural, political/legal, technological, and economic considerations focused primarily on the firm's chosen target market but also including major global trends.

Term Paper, Section 4, Internal Environment

I. Internal Environment

The resources and competencies of the firm including tangible and intangible, human and technological, organizational, governance and control, etc. which enable the firm to create value for their stakeholders and achieve their Vision, Mission, and Strategic Objectives.

II. SWOT Analysis

Term Paper, Section 5, Proposed Strategy

I. Strategy Alternatives

Based on your analysis of the firm and your forecast of the future, what are the options available to the firm?

II. Alternative Evaluation

Systematic consideration of the advantages and disadvantages of each alternative.

III. Alternative Choice – which alternative you recommend and why.

IV. Implementation

How to implement your recommended strategy including resources, changes to the value chain, cultural changes, organizational changes, expected response of competitors, expected changes to the SWOT and Porter's five forces as a result of your new/ revised strategy, expected risks and plans to avoid/ameliorate the risks.

Term Paper, Final Report

1. Cover Page
2. Table of Contents
3. Executive Summary - one page, single spaced
4. Sections 1 - 5 above, including any needed corrections
5. Appendices if needed
6. List of References

Term Paper, PowerPoint Summary

Prepare a PowerPoint summary of your term paper covering key points. It is not necessary to include everything in your paper: you should focus on a sub-set of the most interesting and relevant points in each section of the paper.

Extra Credit Case Study

You may choose to do an extra credit case study. The written report should be two pages in length, single spaced (three pages including the cover sheet). Your analysis and write-up should use the following outline:

Page 1

I. Summary of case facts

-
-
-
-

II. Statement of problem

-
-

Page 2

III. Alternative solutions

-
-
-

IV. Recommendation

-
-
-

V. Implementation

-
-
-

GRADING CRITERIA

<u>Item</u>		<u>Points</u>
Business Strategy Simulation		100
Peregrine Standardized Business Exam		100
Discussion Forum	10 @ 10 pts each	100
Quizzes	3 @ 100 pts each	300
Book Report		150
Term Paper	6 parts @ 50 pts each	300
Term Paper, PowerPoint		<u>50</u>
Total		1100

<u>Grade</u>	<u>Points</u>
A	990+
B	880+
C	770+
D	660+
F	< 660

Extra Credit

You may earn up to 50 extra credit points by completing one of the following case studies.

- AIG Bonus, Case Study #3
- McDonald's, Case Study #25
- Johnson & Johnson, Case Study #31

Posting of Grades and Late Work

- All grades will be posted on your Canvas Grade Book.
- Late assignment grades will be reduced by 10% per day late

Week	Topic	Assignments Due	Due Date
1	Introduction / Syllabus	<ul style="list-style-type: none"> ▪ Discussion forum 1 - Introduce Yourself 	22 January
2	Ch 1, Creating Competitive Advantage	<ul style="list-style-type: none"> ▪ Discussion forum 2 	29 January
3	Ch 2, Analyzing the External Environment	<ul style="list-style-type: none"> ▪ Term Paper section 1 ▪ Discussion forum 3 	5 February
4	Ch 3, Assessing the Internal Environment Ch 4, Intellectual Assets	<ul style="list-style-type: none"> ▪ Discussion forum 4 	12 February
5	Quiz #1, Chapters 1-4	<ul style="list-style-type: none"> ▪ <i>Last day to take quiz: 19 February</i> ▪ Discussion forum 5 	<i>19 February</i>
6	Ch 5, Business Level Strategy	<ul style="list-style-type: none"> ▪ Term Paper section 2 ▪ Discussion forum 6 	26 February
7	Ch 6, Corporate Level Strategy	<ul style="list-style-type: none"> ▪ Discussion forum 7 	5 March
8	Spring Break		12-16 March
9	<i>Peregrine Business Exam</i>	<ul style="list-style-type: none"> ▪ <i>Peregrine Business Exam due</i> ▪ Discussion forum 8 	<i>19 March</i>
10	Ch 7, International Strategy Ch 8, Entrepreneurial Strategy	<ul style="list-style-type: none"> ▪ Term Paper section 3 ▪ Discussion forum 9 	26 March
11	Quiz #2, Chapters 5-8	<ul style="list-style-type: none"> ▪ Book report due ▪ <i>Last day to take quiz: 26 March</i> 	<i>2 April</i>
12	Ch 9, Control and Governance	<ul style="list-style-type: none"> ▪ Term Paper section 4 	9 April
13	Ch 10, Organizational Design	<ul style="list-style-type: none"> ▪ Discussion forum 10 	16 April
14	Ch 11, Learning Organization and Ethics Ch 12, Managing Innovation	<ul style="list-style-type: none"> ▪ Term Paper section 5 	23 April
15	Quiz #3, Chapters 9-12	<i>Last day to take quiz: 30 April</i>	<i>30 April</i>
16	Term Paper Final Submission	<ul style="list-style-type: none"> ▪ Term Paper Final Report & PowerPoint ▪ Extra Credit 	7 May

****Note** that changes to this schedule and to assignments could occur during the semester.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

Other Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and

responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender – including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Division of Student Affairs at 254-501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform

that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

University Writing Center: Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library Monday-Thursday from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].

Appendix A

Glo-Bus Decision Round Schedule

<u>Decision</u>	<u>Deadline For Saving Entries</u>	
Quiz 1 Available	29-Jan-2018	11:59 pm
Practice Decision 1 - Practice Year 6	29-Jan-2018	11:59 pm
Practice Decision 2 - Practice Year 7	5-Feb-2018	11:59 pm
End of Practice Period (Data reset to Year 6 and practice results are no longer available)	8-Feb-2018	11:59 pm
Quiz 1 Deadline	12-Feb-2018	11:59 pm
Decision 1 - Year 6	12-Feb-2018	11:59 pm
Decision 2 - Year 7	19-Feb-2018	11:59 pm
Decision 3 - Year 8	26-Feb-2018	11:59 pm
Decision 4 - Year 9	5-Mar-2018	11:59 pm
Decision 5 - Year 10	19-Mar-2018	11:59 pm
Decision 6 - Year 11	26-Mar-2018	11:59 pm
Decision 7 - Year 12	2-Apr-2018	11:59 pm
Decision 8 - Year 13	9-Apr-2018	11:59 pm
Decision 9 - Year 14	16-Apr-2018	11:59 pm
Decision 10 - Year 15	23-Apr-2018	11:59 pm