



BUSI 4359 – 130, 10241, BUSINESS STRATEGY

Spring 2019 Semester: Jan 14 – May 10, 2019

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 911Cellular through their myCT email account.

In an effort to enhance personal safety on the Texas A&M University – Central Texas (TAMUCT) campus, the TAMUCT Police Department has introduced Warrior Shield by 911 Cellular. [Warrior Shield](https://www.tamuct.edu/police/911cellular.html) [<https://www.tamuct.edu/police/911cellular.html>] can be downloaded and installed on your mobile device from Google Play or Apple Store.

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 DESCRIPTION

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.

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 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.

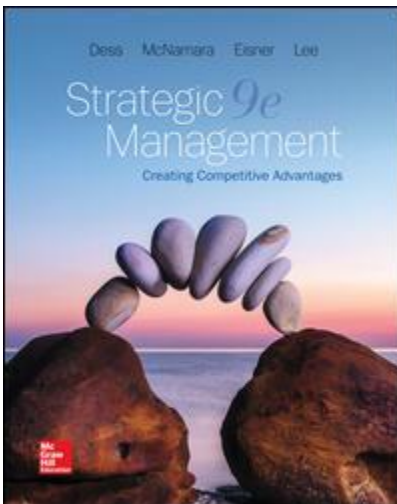
4. **STRATEGIC IMPLEMENTATION:** Students will define the terms and principles of strategic implementation, and will develop a strategic implementation plan for a real company.

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



Strategic Management: Creating Competitive Advantages (9th edition) by Dess, McNamara, Eisner and Lee. McGraw-Hill Irwin.

ISBN: 978-1260541922

[This is a package including a Connect access code, created especially for TAMUCT at a discounted price available at the university bookstore.]

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 Glo-bus

Each student will take part in a competitive, computer-based business simulation.

The Globus simulation is intended to give you an opportunity to practice the concepts taught in this class. Students will be assigned to individual or groups of two to a camera company at the beginning of the game. The competitive head-to-head game encourages strategic decisions and forward thinking to cultivate a winning advantage just as in real industries.

Glo-bus is fully administered by Brady Miller (brady.miller@tamuct.edu) and all specific questions related to the game should be forwarded to him. **Mr. Miller does not have access to Canvas.** To reach him you may either email him directly or join his Remind group (fastest way to reach him. Text: @2hk9a24 to phone number 81010). Make sure to include the @ sign. If you have trouble, email him your phone number and first/last name. He can add you manually.

Students should follow the deadlines set by the teaching assistant for all decisions to be made during the game. The game assigns grades automatically, and the course instructor has no power over the Glo-bus grade component.

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.

Article Review

Pick an article that covers an event or a case and is a good demonstration of the concepts or theories discussed in one of the textbook chapters. Be sure to choose an article that covers an event or a case rather than a prescriptive article (eg., The 5 best ways to XXX) as the purpose of this assignment is to be able to find examples of theoretical concepts in real companies of the world. Articles in business magazines are good sources, e.g. *Fortune*, *Bloomberg Businessweek*, *Financial Times*, *Forbes*, *The Economist* or others. You may reference several articles that are covering the same event/issue to obtain a more complete picture.

Write a **1-page single spaced report** both summarizing the article and, more importantly, explaining how the article demonstrates core concepts or theories in the textbook. How is the article of your choice relevant to what we are learning in Business Strategy?

Exams

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

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

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

Exam 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 five sections.

1. Company background, strategic profile and general environment analysis
2. Competitive environment and internal analyses
3. Strategic alternatives and recommendations
4. Final Report
5. PowerPoint Summary

Each section (1- 3) 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 a one-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

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.

III. External Environment

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

IV. Porter's Five Forces Model Analysis

Term Paper, Section 2

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. 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.).

III. 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.

IV. SWOT Analysis

Term Paper, Section 3, Proposed Strategy

I. 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.

II. Strategy Alternatives

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

III. Alternative Evaluation

Systematic consideration of the advantages and disadvantages of each alternative.

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

V. 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 - 3 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 Book Report and Connect Quizzes

You may choose to do an extra credit book report. The written report should be one pages in length, single spaced. First half-page should be a summary of the book. Second half-page should be an analysis of the book with regard to the concepts learned in your degree major.

You may choose to complete each of the connect quizzes for extra credit.

GRADING CRITERIA

<u>Item</u>		<u>Points</u>
Business Strategy Simulation Glo-Bus		100
Peregrine Standardized Business Exam		50
Discussion Forum	10 @ 15 pts each	150
Exams	3 @ 100 pts each	300
Article Review		50
Term Paper	4 parts @ 100 pts each	400
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 60 points by doing one of the following:

- Book report on The 7 Habits of Highly Effective People by Stephen R. Covey
- Book report on Maximizing the Triple Bottom Line Through Spiritual Leadership by Louis W. Fry
- Completing the chapter quizzes in McGraw Hill Connect

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 	21 January
2	Ch 1, Creating Competitive Advantage	<ul style="list-style-type: none"> ▪ Discussion forum 2 	28 January
3	Ch 2, Analyzing the External Environment	<ul style="list-style-type: none"> ▪ Discussion forum 3 	4 February
4	Ch 3, Assessing the Internal Environment Ch 4, Intellectual Assets	<ul style="list-style-type: none"> ▪ Discussion forum 4 	11 February
5	Exam #1, Chapters 1-4	<ul style="list-style-type: none"> ▪ <i>Last day to take exam: 18 February</i> ▪ Discussion forum 5 	<i>18 February</i>
6	Ch 5, Business Level Strategy	<ul style="list-style-type: none"> ▪ Term Paper section 1 ▪ Discussion forum 6 	25 February
7	Ch 6, Corporate Level Strategy	<ul style="list-style-type: none"> ▪ Discussion forum 7 	4 March
8	Spring Break		11-15 March
9	<i>Peregrine Business Exam</i>	<ul style="list-style-type: none"> ▪ <i>Peregrine Business Exam due</i> ▪ Discussion forum 8 	<i>18 March</i>
10	Ch 7, International Strategy Ch 8, Entrepreneurial Strategy	<ul style="list-style-type: none"> ▪ Term Paper section 2 ▪ Discussion forum 9 	25 March
11	Exam #2, Chapters 5-8	<ul style="list-style-type: none"> ▪ <i>Last day to take exam: 1 April</i> 	<i>1 April</i>
12	Ch 9, Control and Governance	<ul style="list-style-type: none"> ▪ Article Review 	8 April
13	Ch 10, Organizational Design	<ul style="list-style-type: none"> ▪ Discussion forum 10 	15 April
14	Ch 11, Learning Organization and Ethics Ch 12, Managing Innovation	<ul style="list-style-type: none"> ▪ Term Paper section 3 	22 April
15	Exam #3, Chapters 9-12	<i>Last day to take exam: 29 April</i>	<i>29 April</i>
16	Term Paper Final Submission	<ul style="list-style-type: none"> ▪ Term Paper Final Report & PowerPoint ▪ Extra Credit 	6 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/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email 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.

For issues related to course content and requirements, contact your instructor.

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.

For more [information regarding the Student Conduct process](https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel),

[<https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel>].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

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 Office 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 Office of Access and Inclusion, WH-212; or call (254) 501-5836. 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) web page [<https://www.tamuct.edu/student-affairs/access-inclusion.html>].

Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related 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. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [<https://www.tamuct.edu/student-affairs/index.html>]. 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 Associate Dean in 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. Subjects tutored on campus 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 have 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 from 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 40 subject areas. Access Tutor.com through Canvas.

University Writing Center.

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

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 UWC is here to help!

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 [WCOOnline](#). In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

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 85,000 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 24 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](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].