



TEXAS A&M  
UNIVERSITY  
CENTRAL TEXAS

BUSI 5359.120 – CRN 10259 – Business Strategy Seminar (Online)  
Spring 2020: Jan 13 to May 08, 2020

### INSTRUCTOR AND CONTACT INFORMATION

**Instructor:** Dr. Vivien E. Jancenelle  
**Office:** Founder's Hall 318J  
**Phone:** (254) 501 5944  
**Email:** [vjancenelle@tamuct.edu](mailto:vjancenelle@tamuct.edu) – Email is preferred for communications. Please allow 24 hours for a response on a weekday, and 48 hours on a weekend.

**Office Hours:** *Online only.* Please email me. Due to COVID-19, I will not be able to meet students in my office for the remainder of the spring 2020 semester.

**Mode of Instruction and Course Access:** This course meets *online*. The TAMUCT Canvas Learning Management System [<https://tamuct.instructure.com>] will be used for instruction and assessment.

**Student-Instructor Interactions:** I check my email every day on weekdays. For emails sent on a weekend, please allow up to 48 hours for a response. Students with questions are encouraged to reach out to me after each class or during my office hours.

**Warrior Shield:** Warrior Shield 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 to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [<https://portal.publicsafetycloud.net/Account/Login>] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

### COURSE INFORMATION

**Required Textbook:** *Crafting & Executing Strategy: The Quest for Competitive Advantage (Concepts and Cases)*, 21<sup>th</sup> Ed. Authors: A. A. Thompson, M. Petaraf, J. E. Gamble, A. J. Strickland. Publisher: McGraw Hill Education. ISBN 978-1259732782.

**Course Overview and Description:** This course is the integrating capstone course for the MBA program. The MBA Comprehensive Exam is represented by your combined individual score for the midterm and final examination of this course. We will examine the basic factors affecting the development and execution of business strategy, policy, and organizations as well as, examining the integration of the strategy and policy issues you have studied in the areas of marketing,

finance, economics, distribution, and organization theory. The course will apply the analytical techniques of management and business through the use of case studies. How management intends to grow the business, how they will build a loyal clientele and outperform their rivals is the essence of crafting a strategy. The strategic plan must be implemented and executed in a manner that is superior to competitors and allows the firm to sustain a strategic competitive advantage. The strategy case will be an important emphasis of this course.

**Course Objective:** In this course, students will have the opportunity to learn about the theories, models, and frameworks that constitute the body of knowledge for strategic management. The course will demonstrate how those theories, models, and frameworks are applied in practice. Additionally, the course will provide students with the opportunity for synthesizing the theories, models, frameworks and tools of analysis within the context of a strategy case analysis and a business strategy simulation game.

**Student Learning Outcomes:** At the conclusion of the course the student should be able to:

- a) Understand what strategy is, why it is important, and how strategy plays a crucial role in determining a company's mission and direction.
- b) Understand the core concepts and analytical tools of the strategic management discipline, including the ability to analyze a company's external and internal environment.
- c) Understand how strategies are crafted, including generic competitive strategies, strategic competitive moves, international competition, and diversification.
- d) Understand how strategy is implemented, through building organizations capable of good strategic execution.
- e) Effectively apply the strategy concepts (stated in learning outcome a, b, c, and d) to a strategy case analysis and a business strategy simulation game, which will allow students to analyze, evaluate, and craft a strategic plan for a company which should lead to a competitive advantage, should attain or strengthen profitability, and should create stakeholder value, particularly shareholder value.

## **TECHNOLOGY REQUIREMENTS AND SUPPORT**

### **Technology Requirements for the Course:**

This course will use the TAMUCT Instructure Canvas learning management system.

Logon to TAMUCT Canvas [<https://tamuct.instructure.com>]

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

*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 the Course:**

For technology issues, students should contact Help Desk Central. Available 24 hours a day, 7 days a week.

*Email:* [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

*Phone:* (254) 519-5466

*Web Chat:* <http://hdc.tamu.edu>

When calling for support please let your support technician know you are a TAMUCT student. For issues related to course content and requirements, contact your instructor.

## **UNIVERSITY RESOURCES, DATES, PROCEDURES, AND POLICIES**

### **Drop Policy:**

If you discover that you need to drop this class, you must complete a Drop Request Form, found through the Registrar's web page [<https://www.tamuct.edu/departments/business-office/droppolicy.php>]. Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University 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://www.tamuct.edu/student-affairs/student-conduct.html>].

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)].

### **Penalty for Academic Integrity Violations:**

All academic misconduct 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. Additionally, zero points will be given for any assignment or exam for which academic

misconduct has occurred (e.g., cheating on an exam). The instructor reserves the right to use appropriate tools—such as *turnitin.com* reports or similar software—to identify plagiarism.

**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 Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

**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 Student Affairs [<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, 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.

**A Note about Sexual Violence at A&M-Central Texas:**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L). Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don’t agree with their behaviors and tell survivors we will support them. Your actions matter. Don’t be a bystander; be an agent of change. For additional information on campus policy and resources visit the Title IX webpage [<https://www.tamuct.edu/compliance/titleix.html>].

**Behavioral Intervention:**

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting behaviors that pose a threat to safety, or individuals causing a significant disruption to our community, please make a referral to the Behavioral Intervention Team. You can complete the referral online [[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=2](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2)].

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information [<https://www.tamuct.edu/student-affairs/bat.html>]. If a person’s behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

**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. Tutor.com tutoring will not offer writing support beginning August 1, 2019, but will continue to offer other tutoring support. 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](mailto: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 online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

**Copyright Notice:**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas’ Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

**The 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-to-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 WConline [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto: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. They 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 TAMUCT 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.

The 27,000-square-foot facility on the TAMUCT 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 their homepage: <https://tamuct.libguides.com/>

### **Important University Dates:**

<i>Date</i>	<i>Description</i>
13-Jan-20	Classes Begin for Spring Semester
13-Jan-20	Add, Drop, and Late Registration Begins for 16- and First 8-Week. \$25 fee assessed for late registrants
15-Jan-20	Deadline for Add, Drop, and Late Registration for 16- and First 8-Week Classes
20-Jan-20	Martin Luther King Jr. Day (University Closed)
21-Jan-20	Deadline to Drop First 8-Week Classes with No Record
29-Jan-20	Deadline to Drop 16-Week Classes with No Record
21-Feb-20	Deadline to Drop First 8-Week Classes with a Quit (Q) or Withdraw (W)

6-Mar-20	Classes End for First 8-Week Session
March 9-12, 2020	Spring Break (No Classes - Administrative Offices Open)
13-Mar-20	Spring Break (University Closed)
16-Mar-20	Add, Drop, and Late Registration Begins for Second 8-Week Classes \$25 fee assessed for late registrants
16-Mar-20	Classes Begin for Second 8-Week Session
18-Mar-20	Deadline for Add, Drop, and Late Registration for Second 8-Week Classes
23-Mar-20	Class Schedule Published for Summer Semester
23-Mar-20	Deadline to Drop Second 8-Week Classes with No Record
27-Mar-20	Deadline for Graduation Application for Ceremony Participation
30-Mar-20	Registration Opens for Seniors, Post-Bacc, and Graduate Students for Summer Semester
1-Apr-19	Deadline for GRE/GMAT Scores to Graduate School
3-Apr-20	Deadline to Drop 16-Week Classes with a Quit (Q) or Withdraw (W)
6-Apr-20	Registration Opens for Summer Session
17-Apr-20	Deadline for Final Committee-Edited Thesis with Committee Approval Signatures to Graduate School for Spring Semester
24-Apr-20	Deadline to Drop Second 8-Week Classes with a Quit (Q) or Withdraw (W)
8-May-20	Deadline for Degree Conferral Applications to the Registrar's Office \$20 Late Application Fee
8-May-20	Deadline to Withdraw from the University for 16- and Second 8-Week Classes
8-May-20	Spring Semester Ends
9-May-20	Spring Commencement Ceremony

### INSTRUCTOR POLICIES

**Spelling, Grammar, and Writing Skills for reports:** The content of all written assignments is what you will be evaluated on, provided that your spelling and grammar does not have major issues. While a few spelling and grammar mistakes are acceptable and will not affect your grade, I reserve the right to remove of up 10% of the points of a written assignment for excessively bad grammar and spelling mistakes. Students who proofread their work, use spelling and grammar checking tools, or obtain help from the University Writing Center (described above) should not be affected by this policy.

**Participation in Group Work:** This class includes an important group work component. All members in a group are expected to do their fair share of work. If a group member is not pulling his or her weight in a group project, any other group member can contact me to request that a peer-evaluation be given at the end of the semester for their group. If a group elects to do a peer review, each group member will be asked to fill out an evaluation form based on a 5-point scale. A student needs an average rating of 2.5 to receive the full group grade. Students receiving an average grade below 2.5 and above 1.5 from the other group members will see their group grade

reduced by 40%. If a student has an average group grade under 1.5, this student will receive zero points on the group work component of the course. If no members of a group request a peer review, then I will assume that the work was shared fairly, and all students will receive the same grade for group work.

**Academic Honesty and Cheating:** All work for individual assignments and exams must be your own. You may not collaborate in any way on online exams. Any students who deliberately cheats on an exam will receive a zero grade for that exam and be reported to the university's Office of Student Conduct.

**Submitting Assignments and Late Policy:** Students need to submit their assignments (e.g., forum posts and response to a fellow class member, midterm and final examinations) within the allotted time for each module. As can be seen on the course outline, modules close at a preset date and time. Once a module is closed, the submission period is over and students will receive zero points for the module. Late submissions will only be allowed for unanticipated and legitimate reasons (e.g., unforeseeable emergency). Traveling, loss of internet access, or simply forgetting about an assignment are not considered to be unanticipated and legitimate circumstances.

**Required Studying: Instructor-Created/Provided Materials and Book Chapters:** Lessons are a major type of module used for instruction in this online class. While *Lesson Forum Discussions* (detailed next in the Assessments section of the syllabus) are the equivalent of face-to-face discussions, studying the materials as instructed is the equivalent of attending a lecture. You are required to study the material as instructed if you want to succeed in the class. Studying for a module may include: listening/watching to instructor-created audio and/or video content (e.g., narrated presentation), listening/watching instructor-provided audio and/or video content (e.g., a news segment about an event that impacts business strategy), reading instructor-created notes and PDFs, reading instructor-created slides, reading-instructor provided slides, and lastly, reading book chapters as instructed.

## COURSE REQUIREMENTS AND ASSESSMENTS

### INDIVIDUAL WORK COMPONENT

#### **Lesson Forum Discussions (12 x 10 points)**

Lesson forum discussions are intended to emulate a class setting and to trigger conversations between classmates about strategy. This is an essential component of any strategy course, as students typically share a wealth of knowledge derived from everyone's unique thoughts, ideas, experiences, and background. Forum discussions rely on the principles of *learner-learner interaction* to deepen the understanding of each lesson. As your instructor, I will rarely intervene in discussions, but will read every post and grade them according to their adequacy. To receive a maximum grade for a forum discussion, students must make at least two posts: 1. a primary post should respond to a set of questions asked by the instructor regarding the subject matter (questions to which answers will often be opinion or research based); and 2. a secondary post should respond to at least one other students (an answer should include at least 3 sentences and be relevant to the fellow student's initial post—generic answers will not get points). Grading for forum discussions largely depend on your ability to follow instructions and give well-justified answers; and not on your ability to be right or wrong like in an exam. Students are encouraged to



enjoy learner-learner interactions in forums and should see them as equivalent to a class discussion. Lesson forum discussions are mandatory, and students who do not participate in a given module will not earn points for that module.

### **Midterm and Final Examination (2 x 200 points)**

This course has two equally-weighted examinations. The midterm examination will reflect lessons and chapters 1 through 6, while the final examination will reflect lessons and chapters 7 through 12. Examinations include both multiple choice and essay questions. Announcements with more information will be made prior to each examination.

If you are an MBA student subject to a comprehensive examination, then this course's midterm and final examination will constitute your comprehensive examination. Strategy is the capstone course for MBA programs, and incorporates the knowledge you have acquired in other courses.

### **Business Strategy Game (180 points)**

The Business Strategy Game (BSG) simulation is intended to give you an opportunity to practice the concepts taught in this class. Students will be assigned to individual shoe industries at the beginning of the game, competing against their classmates' companies. The competitive head-to-head game encourages strategic decisions and forward thinking to cultivate a winning advantage just as in real industries. Students are encouraged to read pages 12-16 of the course textbook to learn more about the BSG.

The BSG is fully administered by Brady Miller ([brady.miller@tamuct.edu](mailto: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.

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 BSG grade component.

## GROUP WORK COMPONENT

### **Strategy Case Analysis – Written Report (200 points)**

Students will have to write a full strategy case analysis that covers all aspects of strategic management taught in this class. This is the most important single assignment of the MBA capstone course and the highest weighted (200 points). As such, the case analysis requires a significant time commitment from all group members. Groups will conduct a full strategic management case analysis consisting of an 8 to 12 pages single-spaced report, in addition to attachments and appendices.

The strategy case analysis component of the course will start after the midterm and a dedicated module will be made available on Canvas. As their first tasks, students will get to pick a company and group. The instructor will decide which strategy cases are available to groups. Specific instructions will be provided when the strategy case module opens.

### **Strategy Case Analysis – Video Presentation (100 points)**

Your group will need to make a video recording of a compelling presentation of your strategy case analysis. The presentation video should include slides (large format) and a face recording of the speaker (smaller cutout within each video). Each group member is expected to speak. This

type of video recording is consistent with the Management and Marketing department standard for video recording implemented in other graduate classes. Software information and instructions will be provided in the strategy case module.

### SUMMARY OF GRADING CRITERIA

<u>Assessments:</u>		<u>Points:</u>	<u>Percentage:</u>
Lesson Forum Discussions	12x10	120	12%
Midterm Examination		200	20%
Final Examination		200	20%
Business Strategy Game (administered separately)		180	18%
Strategy Case Analysis – Written report		200	20%
Strategy Case Analysis – Video presentation		100	10%
<b>Total points:</b>		1000	100%

*Note:* Final grades will be calculated using a standard scale (900-1000 points=A, 800-899 points=B, 700-799 points= C, 600-699 points=D, less than 600 points= F). Students begin the class with 0 points and earn points throughout the semester. Although changes to this grading criteria are rare, I reserve the right to adjust point allocation based on the pace of the class. Grades will be posted on Canvas on a regular basis, although it may take the instructor up to 7 days to post grades.

## COURSE SCHEDULE

(Subject to change at the instructors' discretion)

**Important, read first:**

- Typically, lesson modules open on Thursdays at 6pm (latest) and close on the following Wednesdays at 11:59pm. Students have a little over 6 days to complete each lesson.
- The Business Strategy Game is administered and graded separately. Due dates are provided separately by Brady Miller—the TA for the course.

<b>Module Name</b>	<b>Starts (opens)</b>	<b>Ends (closes)</b>	<b>Activity</b>	<b>Due (BSG due dates separate)</b>
Course Orientation	Mon, Jan 13	Wed, Jan 15	Post to the “Present yourself” forum (required to show that you are active in the course) <i>Read and review syllabus</i>	Present yourself post.
BSG instructions	Thu, Jan 16	Wed, May 6	<u>Read BSG instructions for BSG due dates.</u> Participate in BSG game throughout the semester. Administered and graded separately.	
Lesson 1	Thu, Jan 16	Wed, Jan 22	Study professor-created video lectures and provided content, as well as <i>Chapter 1 - What is strategy and why is it important?</i> Post to the Lesson 1 forum and respond to at least one other student's post.	Lesson 1 forum posts
Lesson 2	Thu, Jan 23	Wed, Jan 29	Study professor-created video lectures and provided content, as well as <i>Chapter 2 - Charting a company's direction</i> Post to the Lesson 2 forum and respond to at least one other student's post.	Lesson 2 forum posts
Lesson 3	Thu, Jan 30	Wed, Feb 5	Study professor-created video lectures and provided content, as well as <i>Chapter 3 - Evaluating a company's external environment</i> Post to the Lesson 3 forum and respond to at least one other student's post.	Lesson 3 forum posts
Lesson 4	Thu, Feb 6	Wed, Feb 12	Study professor-created video lectures and provided content, as well as <i>Chapter 4 - Evaluating a company's resources, capabilities, and competitiveness</i> Post to the Lesson 4 forum and respond to at least one other student's post.	Lesson 4 forum posts
Lesson 5	Thu, Feb 13	Wed, Feb 19	Study professor-created video lectures and provided content, as well as <i>Chapter 5 - The five generic competitive strategies</i> Post to the Lesson 5 forum and respond to at least one other student's post.	Lesson 5 forum posts
Lesson 6	Thu, Feb 20	Wed, Feb 26	Study professor-created video lectures and provided content, as well as <i>Chapter 6 - Strengthening a company's competitive position: Strategic moves, timing, and scope of operations</i> Post to the Lesson 6 forum and respond to at least one other student's post.	Lesson 6 forum posts

Midterm	Thu, Feb 27	Wed, Mar 4	<b>Midterm.</b> Lessons and chapters 1-6. Will be online on Thu, Feb 27 at 6:00pm. Students have until Wed Mar 4 at 11:59pm to take the midterm.	Midterm examination
			Spring break (from 3/9 to 3/13)	
Strategy Case	Mon, Mar 23	-	Module will be open by Mon, Mar 16, 6pm. Students should study the instructions and must join a team by Wed, Mar 26, 11:59pm.	Group & case choice
Lesson 7	Thu, Mar 23	Wed, Apr 1	Study professor-created video lectures and provided content, as well as <i>Chapter 7 - Strategies for competing in international markets</i> Post to the Chapter 7 forum and respond to at least one other student's post.	Lesson 7 forum posts
Lesson 8	Thu, Mar 23	Wed, Apr 1	Study professor-created video lectures and provided content, as well as <i>Chapter 8 - Corporate strategy: Diversification and the multibusiness company</i> Post to the Chapter 8 forum and respond to at least one other student's post.	Lesson 8 forum posts
Lesson 9	Thu, Apr 2	Wed, Apr 8	Study professor-created video lectures and provided content, as well as <i>Chapter 9 - Ethics, corporate social responsibility, environmental sustainability, and strategy</i> Post to the Chapter 9 forum and respond to at least one other student's post.	Lesson 9 forum posts
Lesson 10	Thu, Apr 9	Wed, Apr 15	Study professor-created video lectures and provided content, as well as <i>Chapter 10 - Building an organization capable of a good strategy: People, capabilities, and structure</i> Post to the Chapter 10 forum and respond to at least one other student's post.	Lesson 10 forum posts
Lesson 11	Thu, Apr 16	Wed, Apr 22	Study professor-created video lectures and provided content, as well as <i>Chapter 11 - Managing international operations: Actions that promote good strategy execution</i> Post to the Chapter 11 forum and respond to at least one other student's post.	Lesson 11 forum posts
Lesson 12	Thu, Apr 23	Wed, Apr 29	Study professor-created video lectures and provided content, as well as <i>Chapter 12 - Corporate culture and leadership: Keys to good strategy execution</i> Post to the Chapter 12 forum and respond to at least one other student's post.	Lesson 12 forum posts
Strategy Case	-	Wed, May 6	Submit <i>case analysis write-up</i> and the <i>video recording of your presentation</i> by Wed, May 6 at 11:59pm.	Case analysis write-up. Submit video pres.
Final	Thu, Apr 30	Wed, May 6	<b>Final.</b> Lessons and chapters 7-12. Will be online on Thu, Apr 30 at 6:00pm. Students have until Wed, May 6 at 11:59pm to take the final.	Final examination