



Business Strategy (GEB 4890 - 80267)

Fall 2015

Dr. Trip Knoche Rm 3336

M W F 11:00-11:50, LH 1203

Department of Management

Office Hours: M W F 8:15 a.m. – 9:45 a.m.

Lutgert College of Business

M W 1:15 p.m. – 1:45 p.m.

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M 5:45 p.m. – 6:15 p.m. and by appointment

GEB 4890 is a Senior level capstone requiring student (and teams) to analyze business problems. Students incorporate knowledge acquired in their other College of Business courses in business situations. Senior standing or advisor permit is required. Prerequisites: MAN 3025 (minimum grade C); MAR 3023 (minimum grade C); FIN 3403 (minimum grade C).

A. REQUIRED COURSE MATERIALS

Text: Thompson, Peteraf, Gamble, & Strickland, **Crafting & Executing Strategy; Concepts and Readings**. Any edition is fine. The 19th edition is ISBN-13 9780077325176

NOTE: this is **NOT** the more expensive case version. Prior editions are online for under \$20.

On –line:

- Business Strategy Game <http://www.bsg-online.com>. Registration via credit card on the BSG website, or a prepaid access code available for purchase at the university bookstore
- CANVAS: Course materials and presentations are posted.

B. COURSE KNOWLEDGE

The class will overview foundations of strategy and then dive deeper into three areas:

1. External and Internal Analysis

A set of tools and techniques that assist the analysis of the organization and its environment. Industry analysis consists of issues that impact the profitability of any specific industry. Students will understand the value chain and analyze the internal resources and capabilities of the firm.

2. Strategy Formulation

Business strategy refers to how businesses choose to compete and position themselves. Students will learn a set of business-level analysis tools and strategies such as generic strategic positioning and strategic groups. Corporate strategy refers to the selection of business areas and markets to compete in order to achieve specific goals. Topics covered include firm-level diversification, horizontal and vertical integration, and core competencies.

Global Strategy covers how firms assess external markets and then decide to configure and enter new markets outside the home country.

3. Strategy Implementation, Control, and Execution

Implementation involves functional strategies, systems and processes needed by the organization to set goals and achieve objectives. Strategic control involves developing and applying metrics which are typically both financial and non-financial measures to monitor performance outcomes, by which firm strategy can be assessed and adjusted. In addition, how firms are structured to carry out objectives, issues of corporate governance, and how behaviors can effect ethics and social responsibility is covered.

C. LEARNING OUTCOMES & ASSESSMENT

Management Department Mission Statement

The department of Management develops student managerial knowledge and leadership skills both individually and collaboratively. (1) Recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizations in the global environment.

Learning Goal & Learning Objective. BBA Graduates will:	Learning Objective MAN graduates will:	Course Learning Objectives (Measurable):	Assessment Used:
Understand the business environment E <ul style="list-style-type: none"> • Demonstrate knowledge of ethical Issues. • Demonstrate knowledge of global factors influencing business. • Explain the importance of environmental responsibility. 	<ul style="list-style-type: none"> • Analyze ethical issues as they apply to management. • Propose solutions to business problems in a global environment. • Explain the importance of environmental responsibilities. 	1. Identify & describe the complexities of operating in the global business environment. 2. Apply knowledge of diverse demographics in a global economy to make effective business decisions.	A, B, D, E, F
Be effective problem solvers P <ul style="list-style-type: none"> • Solve business problems using analytical tools. 	<ul style="list-style-type: none"> • Propose solutions to organizational issues. 	1. Formulate & solve business problems using analytic & statistical tools. 2. Apply knowledge of strategic decision making in various “real world” contexts in simulation, cases and tests.	A, B, C, D, E, F
Be effective communicators C <ul style="list-style-type: none"> • Deliver effective oral presentations. • Prepare effective written reports. 	<ul style="list-style-type: none"> • Demonstrate effective oral communication skills. • Prepare effective written materials. • Work effectively in diverse teams. 	1. Prepare oral & written reports that are clear & concise. 2. Work effectively with others in classroom and project teams.	B, D, F
Have interdisciplinary business knowledge K <ul style="list-style-type: none"> • Understand main concepts & definitions in accounting, economics, finance, information systems, management, marketing, and operations management. • Integrate knowledge across disciplines. 	<ul style="list-style-type: none"> • Explain key Management theories and practices. 	1. Apply the concepts, framework & techniques of strategic management to evaluate the performance of organizations. 2. Demonstrate mastery of contents, principles & knowledge of the functional areas of business.	A, B, C, D, E, F

- A) Business Strategy Game
- B) Business Strategy Game Reports and Presentation
- C) BSG quizzes
- D) Individual Homework
- E) Exams
- F) Class Participation and in-class assignments

D. COURSE REQUIREMENTS

Do all the reading, books, articles, cases, and chapters, **before class**. In addition, you are expected to participate in class discussions and in all group work.

Grading:

Written Homework/Cases	18%
Participation*	11%
Exams & Quizzes	36%
Simulation (BSG) Related	35%

*see class attendance policy

Quizzes – There may be short unannounced quizzes anytime in class. The questions will be mostly related to the assigned reading and class discussions since the last quiz.

Examinations – You will be expected to demonstrate competency regarding the concepts and cases that we cover. The exams may include multiple-choice, short responses, and essays.

Participation – The class is an on-going discussion about business strategy. This portion of the grade is based on the quantity and quality of your input. **Participation does NOT equal attentive listening**; it is discussion of the readings, case, asking questions to clarify points, etc. - **talking**.

Homework – See separate **Assignment Guide**. Written homework connects the material from the lecture to cases. Use business format: introduction paragraph, bullet point your main arguments – each bullet must always be complete, well written sentences - end with a summary. Use diagrams and data. Handed in prior to class for full credit on the day indicated in the **assignment guide**

Business simulation – Grades associated with the BSG depend on your **individual** performance, participation, and contribution online and in the report.

Post-curve ranges:

93-100	A	80.0-82.9	B-	63.0-66.9	D
90-92.9	A-	77.0-79.9	C+	60.0-62.9	D-
87.00-89.9	B+	70.00-76.9	C	00.0-59.9	F
83/0-86.9	B	67.0-69.9	D+		

E. ATTENDANCE POLICY

Attend all classes. Please discuss absences with me **before class** (email in advance of class). **Students who miss more than three classes might not complete the course – a grade above a C+ will be difficult.**

Missed classes. If a class is missed, **hand in preparation questions for the module along with any assigned homework for partial credit.** The prep questions are listed in the Assignment document. If a case class is missed, **hand in answers to the case preparation questions** as well as the module questions.

Arrive to class on time. Turn off phones, laptops, and all other devices. Rude behavior – looking at your cell phone or laptop in class – will be marked **absent** at my sole discretion (because you **are** absent). If you arrive after roll call and do not tell me, my record stands. If you take notes on a laptop, you must sit in the front row. Take off your HATS.

F. ASSIGNMENT COMPLETION DEADLINES

All work is due at the start of class. See separate **Assignment Guide**.

Every student must individually register for the *Business Strategy Game* at <http://www.bsg-online.com>. Students who do not complete the process by the deadline will receive a lower grade.

Missed submissions for Business Strategy Game Simulation cannot be made up.

G. ACADEMIC BEHAVIOR STANDARDS AND ACADEMIC DISHONESTY

All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding honesty can be found in the Student Guidebook under ***Student Code of Conduct*** and ***Policies and Procedures***. All students are expected to study this document which outlines responsibilities and consequences for violations of the policy. The Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>. Cheating will result in a failing grade.

H. DISABILITY ACCOMMODATIONS SERVICES

Florida Gulf Coast University will provide classroom and academic accommodations to students with documented disabilities. To request such an accommodation in this class, or if you suspect that your academic performance is affected by a disability, contact the Office of Adaptive Services located in Howard Hall 137. Phone number 239-590-7956 or TTY 239-590-7930

I. STUDENT OBSERVANCE OF RELIGIOUS HOLIDAYS

FGCU will reasonably accommodate religion. Students, upon prior notification to instructors, shall be excused from scheduled academic activity to observe a religious day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence because of religious observances. Where practicable major examinations and assignments will not be scheduled on a major religious day. Students are not required to provide a second party certification of the reason for religious absence.

J. CONTACT

Contact me by email at any time to raise issues or request to meet. I will meet outside office hours on request. Do not delay if you feel you need help or clarification – *please* seek assistance early!

COURSE CALENDAR:

Dates	Topic (see guide for readings)	Homework (see assignment guide for details)
Week 1: 8/19, 8/21	Intro to Strategy	
Week 2: 8/24, 8/26, 8/28	External Analysis	8/26 Industry & lifecycle
Week 3: 8/31, 9/2, 9/4	External Analysis	9/2 Cola Wars Case
Week 4: 9/9, 9/11	Internal Analysis	
Week 5: 9/14, 9/16,	Internal Analysis	9/16 Jollibee Case
9/18	Exam 1	
Week 6: 9/21, 9/23, 9/25	Business Strategy	
Week 7: 9/28, 9/30, 10/02	Competitive Positioning	9/30 BSG Launching firm (team) 10/2 Ducati Case
Week 8: 10/5, 10/07, 10/09	Goals & Process	
Week 9: 10/12, 10/14, 10/16	Performance	
Week 10: 10/19, 10,21, 10/23	Business Models	10/19 BSG Creating Strategy (team) 10/21 Joy & Yum
Week 11: 10/26, 10/28, 10/30	Corporate Strategy	10/28 PepsiCo Case
Week 12: 11/2, 11/4, 11/6	International Strategy	11/6 Starbucks Case
Week 13: 11/9, 11/13	Governance & Ethics	
Week 14: 11/16, 11/18, 11/20	Preparation & Presentations	11/18 all team BSG PPT's
Week 15: 11/30, 12/2, 12/4	Reports & Presentations	12/2 all team BSG Reports
Finals week: TBD	Exam 2	

See [GEB 4890 Assignment Guide](#) for detail on class readings, BSG schedules, and homework expectations