



GEB 4890 Business Strategy
Fall Semester 2013 – CRN: 81049, 3 Credit Hours
Mondays 6:30pm – 9:15pm in Lutgert Hall, Room 1204



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“The mind is not a vessel to be filled,
but a fire to be kindled”

~ *Plutarch* ~

Dr. DANIEL ROTTIG is an Associate Professor of International Business and Strategic Management in the Management Department. He holds a Ph.D. degree in Management with emphasis on Global Strategy and International Business, an MBA degree in International Business, an undergraduate degree (German Diploma) in Business Administration with the triadic emphases on International Economics, Finance, and Marketing, and a Diploma in International Studies. His research focuses on the institutional and cultural environments of multinational corporations, the performance determinants of international acquisitions, emerging markets, and global social and ethical organizational issues. His doctoral dissertation was awarded the 2009 Richard Farmer Dissertation Award of the Academy of International Business, which honors the World’s Best Dissertation in the field of International Business. Dr. Rottig has further received several awards and award-nominations for his research from leading academic institutions, including the Academy of Management and the Academy of International Business. He has published his scholarly work in such journals as *Thunderbird International Business Review*, *Management International Review*, *Decision Sciences Journal*, the *Academy of Management Learning and Education*, the *Journal of Teaching in International Business* and other respected outlets.

Prof. Rottig teaches courses on International Business, Global Organizational Issues and Strategic Management in the undergraduate, graduate and Executive MBA programs of the Lutgert College of Business (LCOB). He also teaches in the Executive MBA program at Florida Atlantic University, and he has taught in the graduate and executive business programs at California State University, Long Beach. He is actively involved in the academic community and currently serves as the Chairman of the Academy of International Business Southeast USA Chapter (the world’s largest and most active regional chapter of the Academy of International Business), as the Associate Editor of the *Academy of International Business Insights*, as a Guest Editor with the *International Journal of Emerging Markets* and as a member of the editorial review board an active ad-hoc reviewer for a number of leading academic journals and conferences, which shows in the form of several Best Reviewer Awards. He further serves as the Associate Director of LCOB’s Institute of Chinese and Emerging Markets Studies.

Prior to beginning his career in academia, he worked for such companies as Merrill Lynch in the US and ING Group in Europe. He also served as chairman of a German student business consultancy while studying for his undergraduate degree, and he embarked upon an entrepreneurial venture as co-founder and consultant of a Germany-based company. He is an invited member of several honor societies, including The International Honor Society of Beta Gamma Sigma, The Honor Society of Phi Kappa Phi, and Golden Key International Honour Society. He was born and raised in Germany and, while studying and working in the fields of international business and strategic management, he had the opportunity to travel extensively and thus far has visited more than 40 countries.

Course Catalog Description

Senior level capstone experience requiring student teams to analyze and implement solutions to complex business problems and opportunities. Students are required to incorporate knowledge acquired in all areas of their College of Business course of study in actual business situations. (Senior standing and advisor permit required) Prerequisites: MAN 3025, MAR 3023, and FIN 3403 (each with a minimum grade of C).

Course Objectives

As the capstone of your undergraduate business education, this course sets out to familiarize you with the complexity of strategically managing the business organization as a whole. In so doing, we will take a senior management perspective of the organization and learn the intricacies of crafting and executing crucial strategic decisions for a variety of companies and corporations operating in diverse environments. You will be sensitized to analyze a company's external and internal environment, and to assess corporate and business level strategies in today's hypercompetitive, uncertain and globalized business environment. While the course introduces you to a new set of tools and frameworks for formulating and implementing successful strategies, you are expected to draw on the knowledge you have gained from your prior classes in our undergraduate program in order to understand, analyze, discuss and critically evaluate real world business situations. The course will further introduce you to a variety of topics that are of current importance, relevance and interest to senior managers of domestic as well as multinational corporations.

Required Course Materials

- Thompson, Peteraf, Gamble, & Strickland (2014). *Crafting and Executing Strategy – Concepts and Readings*. 19th edition (ISBN-13: 978-0077537074)
- Business Strategy Game (BSG) Registration via BSG's credit card registration process or via a prepaid access code available for purchase at the university bookstore
- CoursePack of additional readings and cases, which can be accessed through the university library. Please refer to the article/case assignment information posted onto the *Canvas* course website.
- Class handouts and additional reading material posted on the *Canvas* course website

Optional Material

- Ormiston and Fraser (2012). *Understanding Financial Statements*. 10th edition (ISBN-13: 978-0132655064)
- Hawawini and Viallet (2010). *Finance for Executives*. 4th edition (ISBN-13: 978-0538751346)

Supplementary reading material: To achieve an optimal learning experience and to facilitate class discussions, it will be useful to read newspapers and magazines related to the field of strategic management, such as (available at the library):

- The Financial Times
- The Economist
- Fortune
- The Wall Street Journal
- Bloomberg BusinessWeek
- other business news periodicals

Learning Outcomes/Assessment

LCOB Mission Statement

The Lutgert College of Business educates students from Southwest Florida and beyond to address local and global business challenges. We are dedicated to student learning, scholarship, service, and community relationships that foster entrepreneurship and economic growth.



Lutgert College of Business E P C K Learning Goals

- E** Understand the business **E**NVIRONMENT
- P** Be effective **P**ROBLEM solvers
- C** Be effective **C**OMMUNICATORS
- K** Have interdisciplinary business **K**NOWLEDGE

Evaluation Methods/Assessment

- I) Business Strategy Game 3-Year Strategic Plan
- II) Business Strategy Game Computer Simulation
- III) Business Strategy Game Annual Report and Presentation
- IV) Business Strategy Game Quizzes
- V) Article/Case Analyses and Presentations
- VI) Midterm Examination
- VII) Final Examination
- VIII) Integration and Writing Assessment Assignment

LCOB Learning Goals	Course Learning Objectives	Assessment
E	1. Identify and describe the complexities of strategically managing a corporation in the global business environment, and apply strategic decision making in a variety of “real world” global contexts	I, II, III, IV, V, VII
P	2. Demonstrate knowledge of key strategic management concepts and models, and analyze and solve strategic-level organizational problems in order to understand the determinants of organizational performance	I, II, III, IV, V, VI, VII, VIII
C		
K	3. Integrate different functional areas of business in an analytical manner to understand how to view business problems from a general management perspective and how to analytically solve strategic-level organizational problems	I, II, III, VIII

Course Grade

The course grade will be based on the following criteria:

▪ Integration and Writing Assessment Assignment	2%
▪ Article/Case Written Summaries and Presentations	10%
▪ Midterm Exam	22.5%
▪ Final Exam	22.5%
▪ Business Strategy Game (BSG) Simulation	43%
· BSG Computer Simulation (20%)	
· BSG Annual Report and Presentation (15%)	
· BSG Quizzes: Quiz 1(2%), Quiz 2 (3%)	
· BSG 3-Year Strategic Plan (3%)	
TOTAL	100%

Grading System

A	93.00+	4.0	C	73.00 - 76.99	2.0
A-	90.00 - 92.99	3.67	C-	70.00 - 72.99	1.67
B+	87.00 - 89.99	3.33	D+	67.00 - 69.99	1.33
B	83.00 - 86.99	3.0	D	63.00 - 66.99	1.00
B-	80.00 - 82.99	2.67	D-	60.00 - 62.99	0.67
C+	77.00 - 79.99	2.33	F	below 60.00	0.00

Important Note Regarding Grading System and Minimum Grade to Pass this Course:

Please note that the grading system is specified to two decimal places and that you need to achieve at least 73.00% (i.e. a C grade) to pass this course. Final percentage course grades will be converted into letter grades based on the aforementioned grading system which means, for example, that a grade of 72.99% falls within the 70.00 - 72.99 range and will therefore be converted into a C- grade. No individual exception will be made to this grade conversation in order to be fair and equitable to all other students and to ensure consistent enforcement of the rules specified on this syllabus.

Integration and Writing Assessment Assignment

Each student must individually complete a written assignment as part of the Lutgert College of Business's efforts to assess student learning outcomes as required by the Association to Advance Collegiate Schools of Business (AACSB). More details regarding this assignment will be provided as the semester progresses.

Article/Case Summaries and Presentations

Each student will be responsible for reading, summarizing, juxtaposing and discussing (based on a written report) as well as presenting (based on power point slides) the main points of a set of additional readings/cases. Students will need to distribute a copy of their written reports and presentation slides to all class members via the Canvas class website. Please refer to the "Article/Case Summary and Presentation Instructions" handout, which is posted on Canvas and includes details and deadlines for this assignment.

Exams

During the term, there will be two exams consisting of multiple choice and/or short answer and essay questions. These exams will be closed book and constitute the opportunity to revisit the class material and to demonstrate familiarity with crucial concepts in strategic management, and the ability to apply these concepts to real-life situations. The exams will cover all aspects of the assigned class material, i.e. chapter and reading material from the textbook, additional reading and case assignments, class slides and handouts, lecture notes and discussions of case studies and real-life examples. The final exam may or may not be cumulative depending on the learning outcome as measured by the result of the midterm exam. The dates of the exams are listed in the course schedule at the end of this syllabus. **A missed exam counts as 0 (zero) and make-up exams will not be scheduled under any circumstances** unless the absence is excused and falls under the conditions for an excused absence according to the university policy. Please peruse the Make-up Policy, which you can find under Ground Rules at the end of this syllabus.

Team Management

Team Formation and Composition: The class will be divided into student teams of 4-5 members to form a maximum of 6 teams. I will leave it up to you to find team members and form a student team. As firm performance often depends on the synergy effects of cross-functional and cross-national executive teams, I strongly encourage you to compose your team as diverse as possible. Furthermore, as it will be necessary for teams to work outside of class, I strongly encourage you to assess whether team members are ‘compatible’ in terms of scheduling team meetings and working together effectively prior to forming a team. Each team should select a team leader upon team formation who will be responsible for submitting assigned team tasks by the deadline in the required format. Your team is responsible for the completion and submission of a team information sheet (which is posted onto *Canvas*) no later than ***the second class session of the semester*** (see term schedule at the end of this syllabus).

Team-related Conflict Resolution: It is each team’s responsibility to collaboratively complete the assignments, to manage internal team dynamics from workload assignment, coordination of activities, and general team operations in this capstone course of their undergraduate education, and to work out possible conflicts team-internally. If team members are unable to manage themselves or an individual team member, please note that there exists a formal policy for removing a member from the team (see the paragraph on self-management of teams below); however, I strongly encourage teams that are having internal management problems to attempt to solve them within the team and then as a team informally with the professor (if internal team management needs some assistance) before beginning the formal process of removing a member from the team. All team members are responsible and will bear consequences for all assigned team projects, and the highest grade an individual student can achieve for a team component of a team assignment is the grade assigned to this component.

Self-Management of Teams: Self-management means that teams have the right to drop team members that are not performing satisfactorily within the team. This will occur through a two-step process. First, the entire team must formally meet with the professor to discuss and attempt to overcome the problem. Please note: the informal meeting with the professor described in the team-related conflict resolution paragraph above is not a prerequisite for this formal meeting; however, it is strongly encouraged and will lend credence to a team’s concerns about a teammate. I can imagine many situations where the informal meeting may not occur, such as where the team member’s work quality or participation in the team process is so poor from the start that immediate action is desired, or the team member cannot or will not informally meet or discuss his/her perceived problems within the team. If the formal meeting still does not rectify the problem, the team has the right to drop the member from the team (again, pending the professor’s agreement, as with all team composition decisions). The member who has been dropped from

the team must find another team willing to accept his/her membership. Failure to join another team will result in the dropped member receiving a 0 (zero) grade on all graded team activities.

Peer Evaluation: At the end of the semester, each student will formally evaluate his/her teammates' participation in the team process and contribution to the completion of team assignments over the course of the semester (it is also expected that teams will continuously provide each other informal feedback, especially early on as they begin to build their work processes and structures). This will be achieved through the submission of a formal evaluation by each team member of his/her teammates online as part of the business strategy game. You are expected to provide a fair and honest evaluation of your team members' performance. This peer evaluation will only be seen by the professor (i.e. it will not be shared with your team members) and it will be consequential in that recommendations from peer evaluations can lead to considerable grade point deductions. To avoid grade point deductions, it is therefore critical that you make strong contributions to your team throughout the semester. **Failure by any student to submit appropriate formal peer evaluations will result in a one letter-grade point reduction of your overall grade assigned for the BSG grade component (e.g. if you achieve a 82% for the BSG component of your grade and fail to submit the peer evaluation on time, your BSG grade will be reduced to 72%).**

Team Assignment - Business Strategy Simulation

The Business Strategy Game computer simulation (<http://www.bsg-online.com>) is a central and integral component of this course. It involves you and your teammates running a company within an industry (the athletic footwear industry) for a number of years (or decision rounds). Your team will be in direct competition with the other teams in the class. You will play the game for a minimum of 6 years (decision rounds) and potentially a maximum of 10 years (decision rounds). Your team's performance on the simulation will be worth a significant amount of your total course grade (see course grade details) which makes it critical that you make strong contributions to your team throughout the term. In addition to the computer simulation itself, you and your team will be responsible for several additional activities:

Annual Report and Presentation: You and your teammates will present your results in an annual report at the end of the semester after the simulation is completed. The report will consist of both written and oral components. Please see the handout "BSG Annual Report" in the Team Project Information folder on Canvas for more details on this assignment and deadlines. Every team member must be part of the presentation in order to receive a grade for the annual report and presentation part of the BSG assignment.

Online Quizzes: This is an individual assignment! You are required to take two quizzes testing your grasp of the BSG simulation **individually without the help of team mates or any other person**. Both quizzes are open-book and are administered online as part of the business strategy game. The questions for Quiz 1 are drawn directly from the BSG Player's Guide and assess whether you have read the Guide carefully and are prepared to run the business game simulation in an informed manner. Carefully studying the Player's Guide will not only help you to take Quiz 1 successfully, but will also help you off to a good start, both in running your company and in working with your team mates. Quiz 2 will assess whether you have read the BSG online Help pages and have gained full command of where the numbers in the annual reports are coming from and what interpretations should be placed on them. The questions for Quiz 2 are drawn from information provided on a subset of the online Help pages and concern the accounting principles used to allocate costs across regions and between branded and private-label production, how to interpret the shifts in exchange rates, how to calculate the financial and operating ratios contained in each annual report, and certain other information pertinent to company operations. Carefully studying the online Help pages will not only help you to take Quiz 2 successfully, but will also help you gain a strong understanding of how to calculate and interpret the numbers in the company reports and the accounting principles on which the reports are based, which is necessary (although not sufficient) to complete the simulation successfully.

3-Year Strategic Plan: Teams will complete the in-game 3-Year Strategic Plan after submitting their decisions for year 13. The 3-Year Strategic Plan will focus on years 14-16. Details about the strategic plan are available through a separate handout (posted on Canvas) and within the Business Strategy Game.

Important Note: Students are required to sign up with the Business Strategy Game (BSG) online simulation (<http://www.bsg-online.com/>) in order to be able to complete BSG related activities. **Students who fail to do so by the deadline for the first practice decision will receive a grade of 0 (zero) on all BSG related activities** (i.e. simulation, quizzes, strategic plan, annual report and presentation).

Keys to Success

- **Actively attend class!** Actively listen, actively participate in class discussions, take notes, and review them. If you miss a class, you are responsible for obtaining the class notes and any materials that were handed out, and for finding out about what material was presented and discussed by contacting your class mates and/or team members, not the professor.
- **Prepare for class!** Complete the assigned readings and other assignments in advance of each class period. Be prepared for exams, presentations, and class discussions. Contribute to the class by creating a productive learning environment, free of distractions and disruptions.
- **Read newspapers and business magazines** that will expand your knowledge and understanding of the material that is covered in class!
- **Work in collaboration with your class mates/team members outside the classroom!** Discussing class material with your fellow class mates and team members will increase your understanding of the concepts in strategic management and their implications for as well as applications to business practice.

Ground Rules

Academic Integrity, Behavior Standards and Academic Honesty

A fundamental principle of academic, business and community life is honesty. All students are expected to demonstrate honesty in their academic pursuits. Violation of this ethical concept will result in penalties ranging from failing a student on that particular work, to failing a student in the course, to dismissal from the University and referring the case to judicial affairs. In all penalties, a letter of fact will be included in the student's file.

Written work that you hand in is assumed to be original unless your source material is documented appropriately. Using the ideas or words of another person, even a peer, or a web site, as if it were your own, is plagiarism. The use of unauthorized material, communication with another student during an examination, attempting to benefit from the work of other students, or attempting to aid another student, and other similar behaviors which defeat the purpose of examinations and individual assignments is unacceptable. Violation of these standards is a serious offense and shall result in disciplinary actions allowed by the College and the University.

The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the Student Code of Conduct and Policies and Procedures sections. All students are expected to study this document, which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>

Attendance and Participation

This capstone course is designed so that active participation and significant involvement by students plays an integral role in the learning process. Active class participation and your attitude in class are therefore important to facilitate a fruitful collective learning experience, and full attendance is essential and

strongly recommended as a minimum requirement for passing the course. **Naturally, you are expected to attend every class!**

Please note that I have a “no excuses” policy regarding absences. I trust you to use your own judgment about your reasons for missing class and whether you can afford to do so. The first two absences will not influence your grade directly. Use these “emergency” absences only if absolutely necessary (i.e. illness, personal matters, unforeseen circumstances, work-related absences, job interviews etc). You may choose any day for an “emergency” absence EXCEPT when there is a scheduled exam or when your team is scheduled to present. **Every absence beyond two will automatically result in a one letter-grade point reduction of your overall course grade – and no exceptions to this policy will be made!** In other words, if you miss three classes, your overall course grade will be reduced by one letter grade (e.g. from 82.99%, a B- grade, to 72.99%, a failing C- grade); if you miss four classes, your overall course grade will be reduced by two letter grades and so on. Please note that an absence counts as an absence regardless of the underlying reason and every absence will be counted toward your “emergency” absences, no exceptions. Absences will be determined based on sign-in sheets that will be circled each class session, and it will be your responsibility to sign in. Missing the part of a class session in which the sign-in sheet is circled or missing to sign the sign-in sheet will count as an absence. Having someone else sign-in for you or signing in for a fellow class mate will both constitute a serious violation of the university policies regarding “Academic Integrity, Behavior Standards and Academic Honesty “ that are outlined and referenced in this syllabus, and will be panelized accordingly.

As per university policy, a professor who informs students about the necessity of attendance may request the Registrar to drop the student from the class for lack of attendance. This is the required written notice about attendance. Due to the course's need for students to quickly form and begin working in teams, **any student who fails to attend the first two class sessions will be administratively dropped from this course by the professor.**

You are expected to participate effectively in class, which requires the completion of all reading and additional assignments prior to class, clear and concise articulation of your “expert opinion” (as opposed to mere personal opinions, pre-conceived notions, or a rush-to-judgment attitude), and the willingness to consider alternative positions presented by fellow class mates. Monopolizing class time, second guessing the professor, or ignoring the contributions of your fellow class mates are NOT considered effective participation and may result in expelling you from the classroom or course for repeated contempt of this policy. Furthermore, students are expected to facilitate the creation of a productive learning environment, free of distractions and disruptions.

Change of Syllabus and Term Schedule

Please note that this syllabus, including the term schedule, is subject to change. Any changes will be announced in class, and students who miss a class or any portion of a class are expected to have learned from other students about possible changes.

Disability Accommodations Services

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university’s guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please contact the Office of Adaptive Services. The Office of Adaptive Services is located in Howard Hall 137. The phone number is 239-590-7956 or TTY 239-590-7930. If you are recognized by the university as a student with learning disabilities, you must provide the necessary FGCU documentation by the second class session of the semester so that arrangements can be made for you to take tests according to the prescribed procedures. **If you have any other special needs, you must inform the professor on or before the second class session of the semester.**

E-Mail Policy

The best way to contact me is through email. You must regularly check your FGCU e-mail account or you may not receive my e-mails that I send to the entire class, teams, or individual students. It is my policy to **ONLY** send and receive e-mails to/from FGCU e-mail accounts! Should you use the FGCU e-mail forwarding feature and forward e-mails sent to your FGCU e-mail account to another e-mail account, it will be your responsibility to ensure that you are able to receive my e-mails. However, **when sending e-mails to the professor, you MUST use your FGCU e-mail account! E-mails sent from an e-mail account other than your FGCU account will NOT be received and replied to** (so do not be surprised if you do not receive a response to an e-mail sent from another e-mail account). Also, please do not send e-mails to me via the *Canvas* 'Course Mail' feature, but instead always send your e-mails directly to my FGCU e-mail address (which you can find on the first page of this syllabus). **When contacting me via your FGCU e-mail account, please identify yourself as a student and include the CRN number of the course (which you can find on the first page of this syllabus) in the subject line of all e-mails so that I know what section you are enrolled in.** I will try to get back with you within 24-48 hours. Please note, however, although I try to, that I may not be able to always respond to e-mails on the weekend so if you need a quick response, please try and send me your questions during the week. Should you experience problems with your FGCU e-mail account or any other campus-related computing problems, please directly contact computer support services at phone (239) 590-1188.

Grading Issues

Students wishing to review their exams and other graded assignments and request grade revision will be able to do so within seven (7) calendar days of general notification of grades for that particular exam or graded assignment. Grade revision requests should be submitted in writing, and e-mail submissions are welcomed and encouraged.

Late Work Policy

Work turned in late will receive a grade of 0 (zero). All activities are due by the time stated in this syllabus unless announced otherwise by the professor (please note the Change of Syllabus and Schedule Policy). Due dates and times indicate the latest possible time the professor can receive your work— not the latest possible time you can submit your work. Late work will not be accepted under any circumstances.

Make-up Policy

Please note that I have a “no excuses” policy regarding absences for graded in-class assignments except when the absence falls under the conditions for an excused absence according to the university policy. In the latter case, you or someone on your behalf must notify the professor via e-mail prior to your absence if possible, but no later than three (3) calendar days after your absence. You are required to provide proper written documentation. I will work with you to help you make up the work through comparable, but alternative assignments. In all other cases, a missed graded assignment counts as 0 (zero) and make-up assignments will not be scheduled. Under no circumstance will students be allowed to make up for their grades after the end of the semester (i.e. after the last day of class). The dates of the exams are listed in the course schedule at the end of this syllabus, and due dates of all other graded assignments are specified in this syllabus.

Reinstatement Policy

Students who are dropped from this course by the university for non-payment of tuition and/or fees are still responsible for completing all course activities and assignments by the deadlines stated in the course syllabus and associated handouts while they work on reinstatement to this course.

Required Information Technology

You need access to a computer with an Internet connection as well as with word processing software (such as Microsoft Word) and presentation software (such as Microsoft Power Point) installed for the

professional preparation of assignments as well as to access *The Business Strategy Game* and the university's *Canvas* Course Management System. The university and library provide access to computers with internet and the aforementioned software programs for as long as you are a registered student.

Scantron Policy

Students are responsible to bring their own Scantrons on the day of an exam. No Scantrons will be distributed by the professor! (Pearson NCS Test Sheet 100/100 Form No. 95679)

Student Observance of Religious Holidays

All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their professors, shall be excused from class or other scheduled academic activity to observe a religious holy 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 from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

Web Assistance

The *Canvas* Course Management System course website will be used to facilitate lectures, distribute additional reading assignments, case studies and handouts, and to help you interact with one another and with me throughout the semester. It will also be used to submit assignments. Go to: <http://elearning.fgcu.edu> to login to *Canvas*. This link provides directions for how to login to the class website (you will need your FGCU username and password to access *Canvas*). Should you experience any problems with the *Canvas* system, please direct your inquiries to the *Canvas* Support: phone (239) 590-7100, or e-mail itsprt@fgcu.edu.

Wireless Classroom Policy and Intellectual Property Rights Protection of Lectures

Please note that I have a "wireless classroom" policy for all of my classes, which does NOT under any circumstance allow you the use of any type of wireless device and application, such as cell phones, PDAs, pagers, internet, instant or e-mail messaging etc. While you are welcome to bring your personal laptop/netbook to class to take notes, you are only allowed to do so with the **wireless facility turned off**. Should you decide not to heed this policy, you will be asked to leave the classroom immediately and the professor reserves the right to expel you from the course for repeated contempt of this policy.

Students are NOT permitted to voice-record or video-tape all or parts of any class session. Students are prohibited from sharing class material, incl. class notes, handouts and any materials posted on the Canvas course website, with any other person that is not enrolled in the course.

Term Schedule

Date	#	Topics and Activities	Book Chapter	Book Reading	Additional Reading Assignments	BSG*
8/19	1	Set-up Class, Syllabus, Begin Team Formation			Peruse Syllabus!	
8/26	2	Overview Business Strategy Game (BSG), Team Project: Breaking the Ice and Team Building				Read Player's Guide, 1 st team activity due 8/27 by 8pm
9/2	3	<i>No Class – Labor Day</i>				
9/9	4	Overview of Strategy. Strategic Management Process.	1, 2	1, 3	Porter (1996) Mintzberg (1987)	
9/16	5	External Analysis	3	5, 6	SWOT I (2006) Porter (2008)	
9/23	6	Internal Analysis	4	7, 8	SWOT II (2006) Jonk et al. (2008)	Quiz 1 due 9/24 by 8pm
9/30	7	Generic Competitive Strategic Positioning	5	9	Collis and Rukstad (2008) Morehouse et al (2007) Hutt (2007)	2 nd team activity due 10/1 by 8pm, 1 st practice (due 10/1 by 8pm) 2 nd practice (due 10/6 by 8pm)
10/7	8	Business-level (Competitive) Strategy	6	11, 12	Stalk and Lachenauer (2004) Kim and Mauborgne (2004)	3 rd team activity due 10/8 by 8pm, 1 st decision (due 10/8 by 8pm)
10/14	9	Exam 1				2 nd decision (due 10/15 by 8pm)
10/21	10	Corporate-level Strategy	8	15, 16	Chatterjee (2007) Rottig (2007)	Quiz 2 (due by 6pm) 3 rd decision (due 10/22 by 8pm)
10/28	11	Business Strategy Game Simulation - Developing a 3-Year Strategic Plan				3-Year Strategic Plan and 4 th decision (due 10/29 by 8pm)
11/4	12	Strategy Execution and Evaluation	10, 11		Neilson et al. (2008) Kerr (1995) Likierman (2009) Kaplan and Norton (2007)	5 th decision (due 11/5 by 8pm)
11/11	13	<i>No Class – Veteran's Day</i>				6 th decision (due 11/15 by 8pm)
11/18	14	Corporate Governance and Corporate Social Responsibility	9, 12	4, 17	Aguilera and Yip (2005) Porter and Kramer (2006) Porter and Kramer (2011)	7 th decision? (due 11/22 by 8pm)
11/25	15	Global Strategy	7	13	Earley& Mosakowski (2004) Ghemawat (2007) Eyring et al. (2011)	8 th decision? (due 11/26 by 8pm)
12/2	16	Exam 2				9 th decision? (due 12/3 by 8pm) 10 th decision? (due 12/6 by 8pm)
12/9	17	BSG Team Annual Report Preparations				
12/11	18	BSG Team Presentations				BSG Annual Report and Presentation due by 12pm Peer Evaluation due by 12pm

***Note:** All times and due dates with an attached time mentioned in this term schedule and syllabus refer to United States Eastern Standard Time. Assignments and activities with due dates that have no time attached are due at the beginning of class (sharp!)

Feel free to contact me any time during the term if you have questions, comments, or problems. Feel free to talk to me any time-and-place you see me at the university or in the community. My office number, telephone number, and e-mail address are noted on the first page of this syllabus.

HAVE A GREAT TERM!!