

MGMT 6313 DS1 – Business Strategy

Course Description/Overview

An advanced case course dealing with the wide range of management problems involving policy and strategy decisions faced by executives in both domestic and international markets. A capstone course that requires integration of all materials covered in the M.B.A. curriculum in the policy formulation process.

Course Technology

ASU Blackboard, McGraw Hill Connect

Class Meeting Times

Asynchronous Online, March 21 – May 13, 2022

Technical Support

The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Faculty/Instructor Information

Name: Juehui (Richard) Shi, Ph.D.
Title: Assistant Professor Management
Office: RAS 207
E-Mail/Phone: jshi@angelo.edu/325-486-6096
Office Hours: In person Monday 2–5PM, Wednesday 3–5PM; Email; Webex

About the Course

This course grows your skills in business problem solving, decision making and critical thinking, which can land you in well-paying business consulting, business analytics, and upper management positions. The SmartBook readings and business simulation games adapt to your learning styles and offer you instant feedbacks to improve your success. The business simulation games have unlimited attempts, in which you play an essential role of making sound management decisions in realistic business settings. You can try and try again to get the highest score. The goal is to have a relaxed rewarding experiential learning environment. Case studies assist you to acquire the abilities to understand and solve real world business problems. Curated videos feature fascinating interviews, stories as well as ideas, opinions and comments from strategic management gurus in the field, which help you to interpret the course materials better. In addition, I show you how to integrate and apply Excel to strategic management processes. Ask questions early before they are compounded. If you have any questions during this learning process, please see me in RAS 207 Monday 2–5PM Wednesday 3–5PM for coaching sessions or email me to schedule webex meetings. I am always available to guide you on your journey to acquire the management skills.

Course Objectives

Student Learning Outcomes

Upon completion of this course, students will be able to...

- Define common business strategy terms, such as differentiation, diversification.
- Describe successful vision, mission, and strategy for a company.
- Use appropriate strategy tools to examine a company's external environment and internal capability.
- Identify and implement appropriate corporate strategies to fortify the market position with sustainable competitive advantage.
- Recognize the importance and significance of business ethics and corporate social responsibility.
- Formulate and execute business strategies in the most profitable, efficient, effective, competitive, socially and legally responsible way, and relate such problem-solving and decision-making skills to the real-world situations.

Assessment Methods

SmartBook readings, business simulation games, and case studies will be used to assess learning in this course. Connect (registration instruction on Blackboard) is required for SmartBook readings, business simulation games, and case studies.

Course Textbook and Required Readings

Title: Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases

Authors: Thompson, Peteraf, Gamble, and Strickland

Edition: 23rd

All course contents are located in the "Modules" tab on Blackboard.

Grading Policies

Grade Calculations	Percent of Grade	Due
Average SmartBook Grade	50%	Due 11:59PM Central Time Saturdays Weeks 1 to 5
Average Business Simulation Grade	25%	Due 11:59PM Central Time Sundays Weeks 1 to 7
Average Case Study Grade	18%	Due 11:59PM Central Time Saturdays Weeks 6 and 7
MBA Major Field Test Grade	7%	See Below

Extra Credit: Average Grade of Two Extra Case Studies	6%	Due 11:59PM Central Time 5/12/2022
The due days for all assignments are detailed on pages 7 and 8 of this syllabus.		

Your Course Grade = Average SmartBook Grade * 50% + Average Business Simulation Grade * 25% + Average Case Study Grade * 18% + MBA Major Field Test Grade * 7%
*: times

The extra credit assignment includes two extra case studies. If your average score on the two extra case studies is 85, you will have $85 * 6\% = 5$ extra points toward your course grade. You may opt not to complete the extra credit assignment.

A = 90 – 100

B = 80 – 89

C = 70 – 79

F = 69 and below.

MBA Major Field Test

The MBA MFT score is measured on a scale of 220 to 300. The following formula is used to convert your MFT score to be counted as part of the course grade.

$[(\text{Your MFT score} - 220) / 0.8 + 30] * 7\%$

If you score 260 on the MFT, you will have $[(260 - 220) / 0.8 + 30] * 7\% = 6$ points toward your course grade.

The MFT study guide is posted on Blackboard. You should give your best try at the test. The MFT results do affect how our NVCOB MBA program compares to other AACSB business schools. This means that if you do well, we as a business school do well, that in turn helping your career. That is a win-win!

The MFT is administrated by the testing center at Angelo State University (Room 291, Vincent Building, 2333 Vanderventer Ave.). You can take the test either on campus or remotely. Please refer to www.angelo.edu/current-students/testing-center/tests/mft.php for further instruction on how to schedule the test, when to take the test, and the due day to complete the test for graduation. If you have any questions, please contact the testing center at 325-942-2624 or testingcenter@angelo.edu 8AM to 5PM Monday to Friday.

Response Time

I will respond to email questions within one business day. Assignments will be graded within one week after the due day.

Missed/Late Work

No late work will be accepted. Assignments are posted early with reasonable deadlines to provide adequate time to complete them.

Participation/Absenteeism

There is no participation grade, however regular access of SmartBook readings, business simulation games, case studies, and course videos make you learn better and excel in this course. You can see me in person, email or webex me to ask questions about these course materials. Research has shown that students who regularly attend classes, access course contents, and ask questions generally perform better.

Homework

Homework will be SmartBook readings, business simulation games, and case studies. No collaboration is allowed. The due days for the homework are detailed on pages 7 and 8 of this syllabus. The due time is always 11:59 PM (Central Time) on the due day.

Course Policies

Academic Honesty and Integrity

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor's intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

Plagiarism

Plagiarism is a serious topic covered in ASU's Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else's work, idea, etc., and passing it off as one's own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Code of Ethics

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one's actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

Courtesy and Respect

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, religion, etc., violations of these rules will result in appropriate disciplinary actions.

Accommodations for Disability

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student's responsibility to initiate such a request by emailing studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford
Director of Student Development
Office of Student Affairs
University Center, Suite 112
325-942-2047 Office
325-942-2211 FAX
Dallas.Swafford@angelo.edu

Title IX at Angelo State University:

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. The University prohibits discrimination based on sex, which includes pregnancy, sexual orientation, gender identity, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination including: sexual assault, sex-based discrimination, sexual exploitation, sexual harassment, public indecency, interpersonal violence (domestic violence and/or dating violence), and stalking. As a faculty member, I am a Responsible Employee meaning that I am obligated by law and ASU policy to report any allegations I am notified of to the Office of Title IX Compliance. This is done in order to connect students with resources and options in addressing the allegations reported. As a student, are encouraged to report any incidents of sexual misconduct directly to ASU's Office of Title IX Compliance and the Title IX Coordinator. You may do so by contacting:

Michelle Miller, J.D.

Title IX Coordinator

Mayer Administration Building, Room 210

325-942-2022

michelle.miller@angelo.edu

You may also file a report online 24/7 at www.angelo.edu/incident-form.

If you are wishing to speak to someone about an incident in confidence you may contact the *University Health Clinic at 325-942-2171, Counseling Services at 325-942-2371 or the ASU Crisis Helpline at 325-486-6345.*

The Office of Title IX Compliance also provides accommodations related to pregnancy (such as communicating with your professors regarding medically necessary absences, modifications required because of pregnancy, etc.). If you are pregnant and need assistance or accommodations, please contact the Office of Title IX Compliance utilizing the information above.

For more information about Title IX in general you may visit www.angelo.edu/title-ix.

Student absence for religious holidays

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

Course Drop

To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit http://www.angelo.edu/services/registrar/_office/course_drop_provisions.php.

Incomplete as a Course grade

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade "I" is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an "I" that is not removed before the end of the next long semester automatically becomes an "F". A graduate student will be allowed one year to remove a grade of "I" before it automatically becomes an "F". To graduate from ASU, a student must complete all "I's".

Grade Appeal Process

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: <http://www.angelo.edu/content/files/14196-op-1003-grade-grievance>.

Course Outline

MGMT6313-DS1 Asynchronous Online 03/21/2022 – 05/13/2022					
Week			Topic	Detail	Assignments DUE
1	03/22/2022	T		Ch1 – What is Strategy Why Important Ch2 – Company's Direction	
	03/24/2022	R		Ch3 – Company's External Environment	
	03/26/2022	S	SmartBook (SB)	Chapter 2, Chapter 3	SB-Chapter 2 SB-Chapter 3
	03/27/2022	U	Business Simulation Game (BSG)	Chapter 3 Porter's Five Forces: New Lights for Classic Styles	BSG-1
2	03/29/2022	T		Ch4 – Company's Resources, Capabilities, and Competitiveness	
	03/31/2022	R		Ch5 – Five Generic Competitive Strategies	
	04/02/2022	S	SmartBook (SB)	Chapter 4, Chapter 5	SB-Chapter 4 SB-Chapter 5
	04/03/2022	U	Business Simulation Game (BSG)	Chapter 5 Generic Strategies: A Taste for Strategy	BSG-2
3	04/05/2022	T		Ch6 – Strengthening Competitive Position	
	04/07/2022	R		Ch7 – International Strategies	
	04/09/2022	S	SmartBook (SB)	Chapter 6, Chapter 7	SB-Chapter 6 SB-Chapter 7
	04/10/2022	U	Business Simulation Game (BSG)	Chapter 7 Thompson: A Fantastic International Expansion	BSG-3
4	04/12/2022	T		Ch8 – Corporate Strategy Diversification	
	04/14/2022	R		Ch10 – Building a Successful Company	
	04/16/2022	S	SmartBook (SB)	Chapter 8, Chapter 10	SB-Chapter 8 SB-Chapter 10
	04/17/2022	U	Business Simulation Game (BSG)	Chapter 10 Organizational Structure: Breathing New Life into Allyfe	BSG-4

5	04/19/2022	T		Ch11 – Managing Internal Operations	
	04/21/2022	R		Ch12 – Corporate Culture and Leadership	
	04/23/2022	S	SmartBook (SB)	Chapter 11, Chapter 12	SB-Chapter 11 SB-Chapter 12
	04/24/2022	U	Business Simulation Game (BSG)	Chapters 5, 6 Vertical Integration: It's About Time	BSG-5
6	04/30/2022	S	Case Study (CS)	Case 1: Craft Beer (Book Pages C-7 – C-17, Case Videos on Blackboard) Case 2: Starbucks (Book Pages C-325 – C-353, Case Videos on Blackboard)	CS-1 CS-2
	05/01/2022	U	Business Simulation Game (BSG)	Chapters 4, 6, 7, 10 Alliances: Expanding Your World	BSG-6
7	05/07/2022	S	Case Study (CS)	Case 3: Nucor (Book Pages C-354 – C-388, Case Videos on Blackboard) Case 4: Walt Disney (Book Pages C-279 – C-292, Case Videos on Blackboard)	CS-3 CS-4
	05/08/2022	U	Business Simulation Game (BSG)	Chapters 4, 6, 7, 8, 10 Resource Based View: Requiring the Right Resources for an Acquisition	BSG-7
8	05/12/2022	R	Extra Credit	Case 5: TOMS Shoes (Book Pages C-60 – C-66, Case Videos on Blackboard) Case 6: Airbnb (Book Pages C-2 – C-6, Case Videos on Blackboard)	CS-5 CS-6

M-Monday, T-Tuesday, W-Wednesday, R-Thursday, F-Friday, S-Saturday, U-Sunday
The last day to drop the course is 5PM Central Time 04/28/2022.