

Sul Ross State University
Department of Business Administration

Business Strategy

GBA 5301
Spring 2015
Section 1: T, Th.: 9:30 - 10:45AM
Room: BAB 317
wcgreen@sulross.edu

Professor: Dr. William C. Green
Office: BAB 316
Office Phone: 837-8066; 8067(D)
Office Hours: By appointment and;
M 1:00 - 2:00; 3:15 - 4:15PM
T 8:30 - 9:30; 5:00 - 6:00PM
W 1:00 - 2:00; 3:15 - 4:15PM
TH 8:30 - 9:30

Course Description:

Development of Business programs and strategies. In-depth integration of course content across the MBA curriculum. Recognition of both internal and external variables in formulating Business strategies. Emphasis on case method, readings and class discussion.

Prerequisite: 09 SCH of MBA course work or permission of instructor

Course Material(s):

Rothaermel: *Strategic Management: Concepts*; New York, NY: McGraw-Hill, Irwin, 2013.
ISBN: 978-0-07-732445-2

Program Learning Objective(s):

- PLO 1 Analyze & solve complex business problems across major business functions, using advanced business principles and strategies
- PLO 2 Communicate in-depth business information through written, oral and other delivery processes
- PLO 3 Identify and discuss the impact of ethical and social responsibility issues in business
- PLO 4 Identify and describe the major and minor components of the external business environment

Course Objectives:

An advanced understanding of Business Strategy, from both theoretical and practical perspectives

An advanced ability to develop practical and comprehensive case analyses and solutions

A refined and expanded appreciation of the complex and dynamic nature of the environment of business

An enhanced appreciation for making decisions under uncertainty and or in dynamic market conditions

A refined and enhanced ability to make a professional presentation

Advanced understanding of and appreciation for the interdependence among business functions

In sum, an advanced yet practical working knowledge of business strategy as an aid in further study and career pursuits.

Course Grades:

Grades are determined on a percentage/points basis. Course requirements follow:

Class Participation	240	30%
Mini Case Assignments 4 @ 40	160	20
Chapter Questions 2 @ 120	240	30
Final Exam	<u>160</u>	<u>20</u>
TOTAL	800	100%

Grades in the course will be assigned as follows:

- A = 90 - 100%
- B = 80 - 89%
- C = 70 - 79%
- D = 60 - 69%
- F = Below 60

Note: It is my expectation that satisfactory work in this course is at the B level or above. Thus, unless you perform less than satisfactorily for what I expect to be the minimal performance level for an M.B.A., you should not have to lay awake at night and worry about your grade!

Class Participation:

This course is conducted as a seminar with a readings and case method format supplemented with lectures. Reading of materials and preliminary preparation of analyses are necessary to facilitate discussion. Therefore, active participation is mandatory. Deviations from this can only reflect negatively on your class performance and not enable you to achieve the course objectives.

In addition, you are expected to participate during and/or after formal presentations. Please, do not try to "shoot from the hip." If you are not prepared, admit it and be ready the next time. One or two instances of non-preparation will be overlooked but repeated instances of this will not enable you to meet the course objectives.

You are urged to participate at your own initiative and determination of participation grades will be based upon both quantity and quality of comments. Thus, your attendance is at a premium and although roll will not always be taken, repeated absences from class can only hurt your class standing and not enable you to fully satisfy the course requirements. If you must miss class, let me know before class begins.

Also, it should be noted that the reading assignment is heavy. Try to be prepared for every class.

You will be assigned questions pertaining to the readings which will help direct your studies but please avoid the temptation to only answer the question posed without studying the entire work as the questions only serve as a point of departure for subsequent in-depth analysis.

Finally, if you are having difficulty with any aspect of the course, please let me know as early as possible. I will work with you on fixing what's broken but I have no way of knowing this unless you tell me.

Mini Case Assignments:

You will be asked to complete four mini case assignments. The purpose of these is to provide a practical vehicle for tying things together and thinking strategically. Also, this helps insure that you appreciate the various linkages and nuances among all business functions. Finally, these are a primary component in helping us achieve the course objectives.

"Cases" should be typed and single spaced. Length will be dependent on the number of questions assigned to address the issues of the case. However, typical length usually falls somewhere between 1 and 2 pages (excluding exhibits). Any case with more than five (05) mechanical errors (misspellings, typos, etc.) will be lowered by ten points. Cases will be evaluated on thoroughness of analysis of area(s), creativity and practicality revealed in your responses and the quality of organization, writing and clarity.

Remember that cases are written to inform in a professional, succinct and efficient way. Thus, verbosity should be avoided. I would urge you to work in groups of two when working on the case assignments to maximize synergy. However, the case analysis you submit must be independently written. As mentioned previously, you must prepare adequately for the case. I would think at a minimum, this would require an initial reading of the case for general content and then at least two more readings for fine tuning the detail and formulating your assessment of the case.

Chapter Discussion Questions:

At the end of each chapter, there are various discussion questions which provide an opportunity to link chapter content to specific situations much as a manager might do. Thus, these, along with other questions I may provide, are appropriate for a graduate course in strategy. When responding to these, make sure you answer the question as you think a working manager would answer rather than what you think I might be after or how I might lean. And, I do like to see practicality and thoughtfulness revealed in your responses. Your responses to these questions should not need to be supplemented with outside inquiries except in a very few instances. In short, most of your responses should flow from what you have learned from reading the chapter and the other elements of the class.

Question groups should be single spaced. Length will be dependent on the number of questions assigned and the depth of your answer. Needless verbosity will not be rewarded so in-depth and accurate substance wins out over length!! In fact, I will not put a minimum page limit on these but may place a maximum limit!! Any question group with excessive mechanical errors (misspellings, typos, etc.) will be penalized. These will be evaluated on the thoroughness of your response. Finally, these must be answered individually and in your own words!!

Final Exam:

A final exam is an opportunity to go back over what you have learned and demonstrate that learning through the final exam process. The exam may be a take home exam or even a combined take home and in-class. You will be responsible for all course content on the final.

Final Points

PLEASE READ THE FOLLOWING STATEMENTS CAREFULLY: This syllabus represents the plan of action for the course. It is, in many ways, a contract between us. Should you lose this document, not understand any part of it, or most important, not agree with some component contained in it, please let me know and I will try to help fix the issue. Make sure to modify the tentative schedule as necessary.

Students with Disabilities Qualified students with disabilities needing academic or other accommodations to ensure participation in programs, services and activities at Sul Ross State University should contact the Office of Student Support Services, Ferguson Hall Room 112, Box C-117, Alpine Texas 79832 (432) 837-8203.

Tentative Course Outline

<u>Week</u>	<u>Topic</u>	<u>Assignment **</u>
Jan. 19	Introduction & Overview Holiday Monday	
26	Intro. & Process	Ch. 1 - 2
Feb. 02	Continued – <i>MC #1</i>	Ch. 1 - 2
09	External and Internal Analysis	Ch. 3 - 4
16	(cont.)	Ch. 3 - 4
23	(cont.)	Ch. 3 - 4
Mar. 02	Competitive Advantage <i>MC #2</i>	Ch. 5
09	Business Strategy – <i>CDQ #1</i>	Ch. 6 - 7
16	<i>Spring Break</i>	
23	Business Strategy (cont.)	Ch. 6 - 7
30	Corporate Strategy - <i>MC #3</i>	Ch. 8 - 9
Apr. 06*	(cont.) -	Ch. 8 - 9
13	Other Topics	Ch. 10 - 12
20	Other Topics – <i>MC #4</i>	Ch. 10 - 12
27	Other - Discussion – <i>CDQ #2</i>	Ch. 10 - 12
May 04	Wrap-up – “Dead Days” 5-7/8	
May 11	<i>Final Exam - Tuesday May 12 @ 8AM.</i>	

* April 10th - Last day to withdraw or drop with a "W"

** Assignment due last class day of the week unless notified to the contrary