

Sul Ross State University
Department of Business Administration

Business Strategy

GBA 5301
Spring 2017
Section 1: MW 12:30 – 1:45PM
BAB 318
wgreen@sulross.edu

Professor: Dr. William C. Green
Office: BAB 316
Office Phone: 837-8067; 8066 (sect.)
Office Hours: By appointment and;
MW 11:00 - 12:00; 3:15 - 4:15PM
T 8:30 - 10:30; 5:00 - 6:00PM
TH 8:30 - 10:30

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

Student Learning Outcomes:

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

Student Learning Objectives - Students will achieve:

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

An advanced understanding of and appreciation for the interdependence among business functions

An advanced working knowledge of business strategy to aid further study and career pursuits.

Course Grades:

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

Class Participation	250	25%
Mini Case Assignments 4 @ 50	200	20%
Discussion Forum - Articles	150	15%
Chapter Questions 2 @ 150	300	30%
Final Exam	<u>100</u>	<u>10%</u>
TOTAL	1000	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 prove dysfunctional 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 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. If you are having difficulty with any aspect of the course, please let me know. I will work with you 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.

Discussion Forum - Articles:

This class is conducted on an in-class basis which would normally enable a free flow of interaction, etc. However, it is felt that an online discussion forum on at least a few topics may be more beneficial. One element that does not change is that proper preparation and class involvement are important. In-class (FTF) classes require high levels of discipline and self-motivation to stay prepared and ready to go. Online forums afford a mechanism where one can think a bit before responding. But, in class participation and class contribution are still mandatory as noted above. We may also cover several articles which may be used to augment and/or replace forum topics.

Discussion forums and classic strategy article are valuable and integral parts of the course. You are urged to contribute at your own initiative and online discussion grades, for example, will be based upon quality of comments more than on quantity. Thus, your *thoughtful contributions* are more compelling than your frequency of input!! Also, it should be noted that the reading assignment is heavy at times and again, this is largely dependent on your own initiative and time management capabilities. It is easy to stay up with course progress but much more difficult to catch up.

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. It also has the added benefit of helping you be better prepared for the MBA comprehensive exam. The exam will be an in class exam. 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 seeking accessibility services or other accommodations, per the Americans with Disabilities Act, are urged to contact Mary Schwartz, M. Ed., L.P.C., in Counseling and Accessibility Services, Ferguson Hall, Room 112. Mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas - Telephone: 432-837-8691. Email mschwartz@sulross.edu .

<u>Week</u>	<u>Topic</u>	<u>Assignment **</u>
Jan. 16	Introduction & Overview <i>Holiday Monday</i>	
23	Intro. & Process	Ch. 1 - 2
30	Continued – <i>MC #1</i>	Ch. 1 - 2
Feb. 06	External and Internal Analysis	Ch. 3 - 4
13	(cont.) - <i>DF</i>	Ch. 3 - 4
20	(cont.)	Ch. 3 - 4
27	Competitive Advantage <i>MC #2</i>	Ch. 5
Mar. 06	Business Strategy – <i>CDQ #1</i>	Ch. 6 - 7
13	<i>Spring Break</i>	
20	Business Strategy (cont.)	Ch. 6 – 7
27	Corporate Strategy - <i>MC #3</i>	Ch. 8 - 9
Apr. 03**	(cont.) - <i>DF</i>	Ch. 8 - 9
10	Other Topics	Ch. 10 - 12
17	Other Topics – <i>MC #4</i>	Ch. 10 - 12
24	Other - Discussion – <i>CDQ #2</i>	Ch. 10 - 12
May 01	Wrap-up – “Dead Day” 5-4	
08	<i>Final Exam - Tuesday May 9th @ 12:30PM.</i>	

* April 7th - Last day to withdraw or drop with a "W"

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