

Business 290: Strategic Thinking

(Tentative, Subject to Change)

Course Information:

Professor: Chunlei Wang (CH-wun-L-ay W-ong)
Department: Organization and Management
College of Business, San Jose State University
Spring Semester, 2016

Course Title	Business 290: Strategic Thinking
Class Days/Time:	Tuesday 6 pm - 10 pm
Classroom:	BBC 022
Office Location:	Business Tower 653
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Office Hours:	Tuesdays: 3:15 pm – 4 pm; Thursdays: 11 am – 11:45 am; and by appointment

Course Description

BUS 290 is a capstone course of MBA programs at San Jose State. It is to address a core theoretical and empirical question: how do firms survive and thrive in competitive environment? Part of answer to this question is from strategies by managers. This course is aimed at helping students to understand, formulate, and implement strategies. Strategies can enable firms to develop distinctive competencies to arrive at competitive advantages.

Students need to create a strategic plan for a firm. The Lucas Graduate School of Business requires that students complete the plan with a grade of B or higher to pass the course.

Student Learning Objectives

1. To study strategic management theories and use them as analytic tools to understand competitive environment.
2. To discuss strategic management cases for insights and lessons.
3. To use strategic management theories and practices in creating strategic plans for firms.

Required books and Cases

1. Charles W.L. Hill, Gareth R. Jones, and Melissa A. Schilling. 2012. *Strategic Management, An Integrated Approach*, 11th edition; Stamford, CT: Cengage Learning. ISBN-13: 978-1-285-18448-7; ISBN-10: 1-285-18448-3.
2. Ed Catmull and Amy Wallace. 2014. *Creativity, Inc.* New York: Random House; ISBN: 9780812993011.
3. One Harvard Business Case: Midwest Electronics' Asian Expansion.
<https://hbr.org/product/midwest-electronics-asian-expansion/CU68-PDF-ENG>

Evaluation

1. Exam (20%)
 - One final exam on **March 29, 2016**
 - No make-up exam will be allowed, unless you have a legitimate reason AND have the instructor's approval in advance.
2. Class Contribution (15%)
 - Students are expected to actively participate in class discussions.
 - Students will be evaluated after each class session for their participation in discussions. Participation scores will range from 0 to 3 points.
 - 3 points: Active participation with informed and excellent points of view.
 - 2 points: Active participation with informed points of view.
 - 1 point: Some participation.
 - 0 point: No participation.

- Cold calls: The instructor will also cold call students to answer questions. Your response to such calls will be factored into your class contribution grades.
- Absence from class will compromise your class participation.
- Respect one another. Disrespectful or disruptive behavior will lead to loss of participation points.

3. Fieldwork Team Project (40%)

- Students will be assigned to teams, each team with four or five members. Teams will do case studies on firms in the Silicon Valley. Students are expected to interview firm executives. You also need to use secondary data sources such as newspapers, magazines, and journal articles. Team projects will be graded on three components:
 - First, one Team Project Report (20%)
 - Each team needs to write a project report.
 - **Members in a team will get the same grade.**
 - Second, team presentation (5%)
 - Teams will be required to present their project reports in class. They need to use scripted PowerPoint slides in their presentations.
 - **Members in a team will get the same grade.**
 - Third, ranking among competing teams (10%)
 - Multiple teams will work on the same project. They will be ranked on the quality of their project reports and presentations. The best team will get full points – 10 % of final grades; other teams can only get half of the points - 5 % of final grades.
 - To get another 5%, losing teams will need to finish assignments from the firms which they will have been doing case studies on.
- **Team member peer evaluation (5%).**
- To reduce the free rider problem, where some team members contribute little, team members will evaluate one another's contribution to their group projects. The average of team members' evaluation scores will be a student's "peer-evaluation" grade.
- Fire a Team Member

- In rare cases, when a team member consistently fails to cooperate with other team members, others can fire him/her if they arrive at a unanimous decision AND the timing is *prior to session 7*. The fired member will get 0 on his/her team project.

4. Three Short Book Chapter Reviews (5% each and 15% in total)

- Students will write short reviews on assigned chapters in the book of *Creativity, Inc.*
- A review is two single-spaced pages long, with a font type of Times New Roman, a font size of 12, and 1 inch page margins.
 - No more and no less.
- A review needs to cover a few components:
 - A brief summary of assigned chapters.
 - What are the major insights that you get from reading the chapters?
 - How are the chapters related to the strategic theories and concepts in Hill, Jones and Schilling's textbook and other assigned readings?
- A review will be graded according to the two criteria.
 - Quality of content.
 - Quality of writing.
- The scale of a review's grade:
 - 5 points – Excellent
 - 3 - 4 points – Good
 - 2 points – Fine
 - 1 point – Poor
 - 0 point – No submission
- Book chapter reviews will be due on Canvas by midnights **before** class meetings.

5. Five memos (10%)

- Starting from session 2 and for each session without the above-mentioned book chapter review assignments, students need to write a memo.

- A memo is one single-spaced page long, with a font type of Times New Roman, a font size of 12, and 1 inch page margins.
 - No more and no less.

- A memo needs to cover a few components:
 - A brief summary of an assigned case or journal article in a focal session.
 - What are the major insights that you get from reading the case or the journal article?
 - How is the case or the journal article related to the strategic theories and concepts in Hill, Jones and Schilling’s textbook and other assigned readings?

- A memo will be graded according to the two criteria.
 - Quality of content.
 - Quality of writing.

- The scale of a memo’s grade:
 - 4 points – Excellent
 - 3 points – Good
 - 2 point – Fine
 - 1 points – Poor
 - 0 point – No submission

- Memos will be due on Canvas by midnights **before** class meetings.

6. Some Rules

- Come to classes on time. Late students may be asked to leave.
- No cell phone use & texting in class.
- No computer use in class except in team project time.

Grades

1	Final Exam	20%
2	Class Contribution	15%
3	Book Chapter Reviews	15%
4	Fieldwork Team Project	40%
5	Memos	10%
Total		100%

Grading Scale

94% and above	A	76%-74%	C
93%-90%	A-	73%-70%	C-
89%-87%	B+	69%-67%	D+
86%-84%	B	66%-64%	D
83%-80%	B-	63%-60%	D-
79%-77%	C+	Below 60%	F

Course Schedule

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on. More details about student workload can be found in [University Policy S12-3](http://www.sjsu.edu/senate/docs/S12-3.pdf) at <http://www.sjsu.edu/senate/docs/S12-3.pdf>.

The scheduled course contact hours are in compliance with the required course credit hours (<http://info.sjsu.edu/web-dbgen/narr/catalog/rec-13692.14082.html>) and the required course culminating experience (<http://info.sjsu.edu/web-dbgen/narr/catalog/rec-13692.14089.14090.html>).

Week 1

❖ January 26th

- Topics

- Introduction to the course
- Strategic leadership
- Video on Jack Welch
- A survey

- Required Readings

- Michael Porter, “What is Strategy?” HBR November-December 1996, 61-78
 - Gary Hamel and C.K. Prahalad, Strategic Intent, Harvard Business Review, May-June 1989 63-76
 - Daniel Goleman, What makes a leader? Harvard Business Review, November-December, 1998, 93-102
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Session 2

❖ February 2nd

- Topics

- External analysis
- Five Forces Model
- The Sixth Force
- Industry Life Cycle Model

- Required readings:

- Strategic Management (Hill&Jones&Schilling), Chapter 2
- Case 14: Tesla Motors

➤ Memo 1 on this case is due on Canvas by February 1 midnight.

Session 3

❖ February 9th

- Topics

- Internal analysis

- Required readings:

- Strategic Management (Hill&Jones&Schilling), Chapter 3
- Chapters 1 – 4 of *Creativity, Inc.*

➤ First book chapter review on Chapters 1 – 4 of *Creativity, Inc.* is due on Canvas by the midnight of February 8th.

Session 4

❖ February 16th

- Topics

- Functional level strategies

- Required readings:

- Strategic Management (Hill&Jones&Schilling), Chapter 4
 - Case 18: Ikea
 - Chapters 5 – 9 of *Creativity, Inc.*
 - Second book chapter review on Chapters 5 – 9 of *Creativity, Inc.* is due on Canvas by the midnight of February 15th.
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Session 5

❖ February 23rd

- Topics:

- Business level strategies

- Required readings

- Strategic Management (Hill&Jones&Schilling), Chapters 5 & 6
 - Case 20: Apple
 - Memo 2 on this case is due on Canvas by February 22nd midnight.
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Session 6

❖ March 1st

- Topics

- Technology and strategy

- Required readings

- Strategic Management (Hill&Jones&Schilling), Chapter 7
 - Case 23: 3M
 - Memo 3 on this case is due on Canvas by February 29th midnight.
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Session 7

❖ March 8th

- Topics

- Strategy in the Global Environment

- Required readings:

- Strategic Management (Hill&Jones&Schilling), Chapter 8
 - Case: Harvard Business Case: Midwest Electronics' Asian Expansion.
 - <https://hbr.org/product/midwest-electronics-asian-expansion/CU68-PDF-ENG>
 - Memo 4 on this case is due on Canvas by February 29th midnight.
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- ✚ Session 8

- ❖ March 15th

- Topics

- Corporate level strategy

- Required readings

- Strategic Management (Hill&Jones&Schilling), Chapters 9 & 10
 - Chapters 10 – Afterword of *Creativity, Inc.*
 - Third book chapter review on Chapters 10 – Afterward of *Creativity, Inc.* is due on Canvas by the midnight of March 14th.
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- ✚ Session 9

- ❖ March 19th, a Saturday

- Will meet in BBC 203

- Topics

- Business ethics
- Organizational structure

- Required readings

- Strategic Management (Hill&Jones&Schilling), Chapters 11 & 12
 - An article on Credit Union conversion to banks
 - Memo 5 on this case is due on Canvas by March 18th midnight.
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✚ Session 10

❖ March 29th

- Topics

- Final Exam
- Team project brain-trust session

➤ Team project report drafts due by the midnight of March 28th

✚ Session 11

❖ April 19th

- Topics

- Team project presentations

- Team project reports are due.
 - Two hard copies.
 - Scripted PowerPoint slides are due by the midnight of April 18th.
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University, College, or Department Policy Information

1. Academic integrity statement (from Office of Judicial Affairs):

Your own commitment to learning, as evidenced by your enrollment at San José State University and the University's Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at <http://www2.sjsu.edu/senate/S04-12.pdf>

2. Campus policy in compliance with the Americans with Disabilities Act:

If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish a record of their disability.

3. College of Business Policies and Procedures:

You may find them at
http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm

University Policies

General Expectations, Rights and Responsibilities of the Student

As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU's policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. See [University Policy S90-5](http://www.sjsu.edu/senate/docs/S90-5.pdf) at <http://www.sjsu.edu/senate/docs/S90-5.pdf>. More detailed information on a variety of related topics is available in the [SJSU catalog](http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html), at <http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html>. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not serve to address the issue, it is recommended that the student contact the Department Chair as a next step.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester's [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at <http://info.sjsu.edu/static/catalog/policies.html>. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at http://www.sjsu.edu/provost/services/academic_calendars/. The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at <http://www.sjsu.edu/aars/policies/latedrops/policy/>. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the [Advising Hub](http://www.sjsu.edu/advising/) at <http://www.sjsu.edu/advising/>.

Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](http://www.sjsu.edu/senate/docs/S12-7.pdf), <http://www.sjsu.edu/senate/docs/S12-7.pdf>, requires students to obtain instructor's permission to record the course and the following items to be included in the syllabus:

- “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor's permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
 - It is suggested that the greensheet include the instructor's process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
 - In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

- “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy S07-2](http://www.sjsu.edu/senate/docs/S07-2.pdf) at <http://www.sjsu.edu/senate/docs/S07-2.pdf> requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](http://www.sjsu.edu/studentconduct/) is available at <http://www.sjsu.edu/studentconduct/>.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. [Presidential Directive 97-03](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the [Accessible Education Center](http://www.sjsu.edu/aec) (AEC) at <http://www.sjsu.edu/aec> to establish a record of their disability.

Accommodation to Students' Religious Holidays (Optional)

San José State University shall provide accommodation on any graded class work or activities for students wishing to observe religious holidays when such observances require students to be absent from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed. See [University Policy S14-7](http://www.sjsu.edu/senate/docs/S14-7.pdf) at <http://www.sjsu.edu/senate/docs/S14-7.pdf>.

Student Technology Resources (Optional)

Computer labs for student use are available in the [Academic Success Center](http://www.sjsu.edu/at/asc/) at <http://www.sjsu.edu/at/asc/> located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

SJSU Peer Connections (Optional)

Peer Connections, a campus-wide resource for mentoring and tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include course-content based tutoring, enhanced study and time management skills, more effective critical thinking strategies, decision making and problem-solving abilities, and campus resource referrals.

In addition to offering small group, individual, and drop-in tutoring for a number of undergraduate courses, consultation with mentors is available on a drop-in or by appointment basis. Workshops are offered on a wide variety of topics including preparing for the Writing Skills Test (WST), improving your learning and memory, alleviating procrastination, surviving your first semester at SJSU, and other related topics. A computer lab and study space are also available for student use in Room 600 of Student Services Center (SSC).

Peer Connections is located in three locations: SSC, Room 600 (10th Street Garage on the corner of 10th and San Fernando Street), at the 1st floor entrance of Clark Hall, and in the Living Learning Center (LLC) in Campus Village Housing Building B. Visit [Peer Connections website](http://peerconnections.sjsu.edu) at <http://peerconnections.sjsu.edu> for more information.

SJSU Writing Center (Optional)

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the [Writing Center website](http://www.sjsu.edu/writingcenter) at <http://www.sjsu.edu/writingcenter>. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on



Facebook. (Note: You need to have a QR Reader to scan this code.)

SJSU Counseling Services (Optional)

The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To

schedule an appointment or learn more information, visit [Counseling Services website](http://www.sjsu.edu/counseling) at <http://www.sjsu.edu/counseling>.

Lucas College and Graduate School of Business Mission

We are the institution of opportunity in Silicon Valley, educating future leaders through experiential learning and character development in a global business community and by conducting research that contributes to business theory, practice and education.

MBA Program Goals:

(Not all program learning goals are covered in every course)

Goal One: Business Concepts

Develop a strategic level understanding of the key functions of business including marketing, accounting, finance, and organizational behavior.

Goal Two: Analysis and Decision Making

Understand decision making methods including decision trees, expected value, risk and uncertainty, and the value of information.

Goal Three: Cultural and Ethical Awareness

3a. Understand the major issues facing multinational corporations in the management of their international operations—particularly those of an intercultural nature.

3b. Explain the ethical, legal, and social consequences that ensue when ethics and the law are disregarded in favor of other objectives.

Goal Four: Leadership and Teams Skills

Comprehend the factors that contribute to effective leadership of teams and understanding of the skills and behaviors necessary to be an effective team member.

Goal Five: Global Change and Dynamics

5a. Demonstrate an ability to understand and adapt to global market changes

5b. Demonstrate an ability to integrate knowledge and develop innovative solutions to remain competitive given industry dynamics (strategic integration).

Goal Six: Communication Skills

6a. Demonstrate an ability to plan, prepare, organize, and present effective oral presentations.

6b. Demonstrate the principles and processes of effective written communications.

Lucas College and Graduate School of Business Policies:

To ensure that every student, current and future, who takes courses in the Boccardo Business Center has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

Eating:

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

Cell Phones:

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

Computer Use:

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

Academic Honesty:

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.