San José State University
College of Business; School of Management
BUS 189, Strategic Management, Sections 5 and 13, Spring 2017

<div align="right">Ver. 0.92</div>

Instructor:	Robert Chapman WOOD
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Email:	robert.wood@sjsu.edu
Office Hours:	Mondays and Wednesdays, 5:00-5:40 p.m.
Class Days/Time:	Section 5: Wednesdays, 6-8:45 p.m.; Section 13: Mondays, 6-8:45 p.m.
Classroom:	Section 5: BBC 102; Section 8: BBC 130
Prerequisites:	100W or 100WB and graduating senior status

Course Description

Business 189 is a senior capstone seminar for business majors. The goal of the seminar is to learn the fundamentals of how to manage organizations strategically. Strategic management of organizations is a complex undertaking which starts with the central question: why do some companies succeed while others fail? The course will require you to examine this question by integrating knowledge from prior business courses, while simultaneously learning and applying new strategic management concepts, principles, frameworks and methodologies. Applies multi-disciplinary techniques to diagnose and recommend actions appropriate to specific company situation, using the case method of teaching.

Course Learning Outcomes (CLO)

Upon successful completion of this course, students should be able to:

1. Identify key issues, analyze available information, select appropriate strategies and articulate reasons for choosing a specific strategy.

2. Identify how companies create and sustain competitive advantage by recognizing the key determinants for business success.

3. Understand the difference between strategy formulation and implementation and articulate major processes in each area.

4. Proficiently apply the following strategic management tools: SWOT analysis, Porter's 5 forces, industry life cycle analysis, strategic group analysis, distinctive competencies analysis, generic strategy identification for functional, business, corporate and global level strategies.

5. Integrate the different business disciplines to understand the overall performance of the company.

6. Use the case method of analysis to assess a company's performance and provide recommendations for improvement.

7. Write a strategic plan for a company focusing on providing recommendations to increase performance and build sustainable competitive advantage.

8. Present the strategic plan articulately and persuasively.

9. Develop the habit of staying current on the latest economic news and think about how this can impact business performance.

10. Develop decision making skills.

11. Develop personal reflective skills.

12. Develop team work skills.

13. Understand ethical issues related to strategic management.

14. Use accounting and financial ratios relevant to strategic management.

This course will contribute to the following AACSB program learning goals:

1. General Business Knowledge

2. Global Business Knowledge

3. Oral communication skills

4. Written communication skills

5. Ethical awareness

6. Leadership and diversity

7. Critical thinking

8. Innovation

WORK LOAD: Unfortunately, to help students gain the appropriate skills, this has to be a **demanding** course. Students need to schedule <u>at least 120 hours of home study</u>, appropriately distributed over the course, in addition to regular class attendance. This means homework of 7 to 10 hours per week. **If you can't devote this much time to study over the next several months, please drop the course this semester and take it during a semester when you have more time.** We want you to complete the course and graduate!!!

Required Texts/Readings

Online resources

This course will use San Jose State's online learning management system Canvas. All students must access Canvas for key readings and other assignments. If you are not registered for the course or for other reason do not yet have access, basic course info and possibly some early assignments are to be available on: http://www.sjsu.edu/people/robert.wood/courses/index.html Click the "Courses" link.

Textbook

The principal text is a McGraw Hill Create ebook containing theory and cases by Frank Rothaermel, mostly from his text <u>Strategic Management: Concepts and Cases.</u> The ebook's ISBN number is 9781309059234. Order the text by going to https://create.mheducation.com/shop/ and searching for the ISBN number.

Other Required Readings

Two Harvard Business School cases accessible through this link:
http://cb.hbsp.harvard.edu/cbmp/access/59273513

Ed Catmull, Creativity Inc., Random House, ISBN 978-0-8129-9301-1.

Readings that appear on **Canvas** including **Notes** on topics to be covered in class.

> *It is essential to prepare cases as well as text readings and notes carefully for discussion in class. Doing this well is crucial to the class participation grade.* *It is not, however, necessary to memorize facts from the cases for tests.*

Other materials RECOMMENDED

- For our study of technology strategy, students are asked to experiment with **virtual reality and augmented reality** products. It is helpful, but not required, if students have a smartphone compatible with virtual reality and augmented reality products. (Those who do not have a compatible smartphone can use a product from the instructor or other members of the class.) Those who own compatible smartphones may consider a Google Cardboard viewer. Most iOS and Android smartphones made within the last few years are compatible. The standard viewer from Google is $15 at
  https://store.google.com/product/google_cardboard?utm_source=en-ha-na-us-sem&utm_medium=desktop&utm_content=plas&utm_campaign=Cardboard&gl=us&gclid=CjwKEAjwqpK8BRD7ua-U0orrgkESJADlN3YBYEEgWj3MANj86YU1-u2nrdPcydW0L6AiJaOfbJ08ARoCJj_w_wcB .
  But a cheaper version such as this available here on eBay in January would also be fine:
  http://www.ebay.com/itm/like/152119312120?lpid=82&chn=ps&ul_noapp=true .

- **Students should regularly read one or two supplementary periodicals covering business**. The Wall Street Journal, New York Times, Financial Times, Fortune, Forbes, or Bloomberg Business Week are all helpful. Successful business people have in-depth knowledge of their particular field and appreciation for other businesses and societal issues. Reading well-written articles also improves your command of the English language. (Discounted student subscriptions to some publications are available.)

- Students should regularly use a **college-level dictionary and/or on-line sources such as dictionary.com** to look up words whose meanings or usage they are unsure of.

- Many students find helpful a **grammar guide** such as The Bedford Handbook (Bedford/St. Martin's).

- The Martin Luther King Jr. has an excellent collection of on-line databases available at http://libguides.sjsu.edu/az.php.   These databases include enormous amounts of highly relevant information unavailable through search engines such as Google. If you have not already done so, visit the library and establish a Personal Identification Number (PIN) so you can access these databases from off campus. The library has created an on-line course on using databases to find company information. This may be helpful for students in this Business 189:
  http://libguides.sjsu.edu/content.php?pid=331467&sid=3072230

  Students may also find it helpful to learn about databases from other students or from the instructor. When seeking information for the strategic management project, major analyses that appear in such

magazines as <u>Fortune</u>, <u>Forbes</u>, and <u>Bloomberg BusinessWeek</u> may be particularly helpful. These publications can be searched using the "Journal Titles" link on the library's home page.

The Strategic Project will require that you tell where you got your information, using Modern Language Association or American Psychological Association style. You will probably need to refer to *either* **the MLA style manual itself** (Modern Language Association. MLA Handbook for Writers of Research Papers. 6th ed. New York. 2009 – available at the Spartan bookstore) **or a web page that summarizes the principles of the manual.** A good MLA style web page is http://owl.english.purdue.edu/owl/resource/747/01.

Library Liaison

Wu, Diana
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Email: Diana.Wu@sjsu.edu

Course Requirements and Assignments

a. **Preparation for Class**
The course schedule lists **study questions** for cases and some major class discussions. Students may work individually or in groups to develop answers to these questions. The course is a seminar, and will use the case method to combine theory and application. Cases will require considerable preparation, analysis and class participation. Therefore, both preparation and class attendance are important. Unless you have specifically requested some other method of class participation, you may be cold-called during class to discuss aspects of the case reading. Class participation is an important part of the grade. To obtain a grade of C or better in class participation, students must contribute actively to the class. [1]

b. **Project**
The **Strategic Project** requires students to work in a group, analyzing a company, developing possible alternative strategies, and making recommendations as a consultant would. The project grade is 40% group, 60% individual. However,

c. **Quizzes**
There will be a major quiz in the fifth week of class and three or more unannounced quizzes. Unannounced quizzes maybe held on the readings at any time. (Material in readings labeled "ok to skim" will not be in the quizzes.) Quizzes will be mostly objective questions.

d. **Exams**
There will be a midterm exam and a final exercise. These will include both objective and essay questions.

See separate course calendar and postings on Canvas for specific assignments and due dates.

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[1] A few students find speaking in class to be very difficult. If you are that kind of student, it is possible to participate in class by sending analytical emails to the professor discussing the study questions that appear in the syllabus. The objective, whether you speak in class or participate by email, is to demonstrate the abilities that would make you a valuable participant in strategic discussions within a real company.

Grading Policy

Grade weightings are:

Major quiz on the first sessions of the course	8%
Briefer quizzes	8%
Creativity Inc. group paper	8%
Term project (40% group, 60% individual allocation)	25%
Class Participation, especially case discussion participation	16%
Midterm	16%
Final exam/exercise	19%
Total	**100%**

Grading Percentage Translation

94% and above	A
93% - 90%	A-
89% - 87%	B+
86% - 84%	B
83% - 80%	B-
79% - 77%	C+
76% - 74%	C
73% - 70%	C-
69% - 67.5%	**D+**
67% - 65%	**D**
64% - 60%	**D-**
below 60%	**F**

Penalties for late or missed work: Late work receives **severe** penalties, typically two half grade steps per week of lateness (e.g., a B paper turned in a week late is likely to receive a C+; two weeks late it will receive a C-). If you need extra time on a major assignment, consult with the instructor early. In any case, **it is still <u>much</u> better to turn in work late than not to turn it in at all.**

Note that "All students have the right, within a reasonable time, to know their academic scores, to review their grade-dependent work, and to be provided with explanations for the determination of their course grades." See University Policy F13-1 at http://www.sjsu.edu/senate/docs/F13-1.pdf for more details.

Classroom Protocol

Insert your expectations for participation, attendance, arrival times, behavior, safety, cell phone use, etc. here.

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. To learn important campus information, view University Policy S90–5 at http://www.sjsu.edu/senate/docs/S90-5.pdf and SJSU current semester's Policies and Procedures, at http://info.sjsu.edu/static/catalog/policies.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 address the issue, it is recommended that the student contact the Department Chair as the next step.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Add/drop deadlines can be found on the current academic year calendars document on the Academic Calendars webpage at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop 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 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, 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."
  - o 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 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 is available at http://www.sjsu.edu/studentconduct/.

INSTRUCTOR'S ACADEMIC INTEGRITY POLICY: Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result in a failing grade and sanctions by the University. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University,

as prescribed by Academic Senate Policy S04-1. **Individual assignments are to be completed by the individual student.** If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

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 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 (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 at http://www.sjsu.edu/senate/docs/S14-7.pdf.

Student Technology Resources

Computer labs for student use are available in the Academic Success Center 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 Writing Center

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 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.)