

# San José State University

Lucas College and Graduate School of Business  
School of Management

## BUS 189 – STRATEGIC MANAGEMENT

(Spring 2017, Course Number 29701, Section 27)

Course and Contact Information	
Instructor:	A. William Musgrave, Jr., DBA
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Office Hours:	TTh 10:30-11:30 Students can also make an appointment if normal office hours do not work.
Class Schedule/Time:	TTh 9:00-10:15
Classroom:	BBC 103

### COURSE DESCRIPTION

This is a capstone course for graduating seniors in the Lukas College of Business. The course provides an exposure to concepts, processes, and techniques of strategic management with regard to strategy formulation, implementation, and competitive analysis. Strategic management represents a macro orientation, as opposed to the more micro approach in such courses as organizational behavior, operations management, financial management, or human resources management. In the highly competitive business environment, organization survival and growth depends on a macro approach in the formulation of the correct strategies, the positioning of the company's products and services, the analysis of the organization's competitive positions and advantages, and the successful execution of strategic decisions. Relying on numerous real world examples and real world cases, the course explores the external and internal factors that impact the organization's competitive strategic positions and advantages, including ways of making appropriate strategic decisions for organizational survival and success. Through the study of the course materials and assignments, students are able to understand the strategic management process, how to use it successfully in an organizational setting, and, moreover, to be able to address the complex question, "Why do some companies fail while others succeed."

### COURSE OBJECTIVES AND LEARNING OUTCOMES

Through the student's active participation, expectations are that they will achieve the following objectives:

1. Understand the concept and role of business strategy and how it can be used to benefit the organization.
2. Learn to think critically and strategically, to grasp the "big picture," and be able to develop strategies that go from a general strategic perspective to specific implementation approaches.
3. Master strategic management tools of analysis and how they can be applied in an organizational setting.
4. Improve written and presentation communication skills.
5. Apply the knowledge, attitudes, and skills learned in this course to help students advance their careers.
6. Advance their skills in working in a team and contributing to and benefiting from the synergy that results.

### BSBA GOALS

The course will emphasize the attainment of BS/BA goals throughout that include the following:

**Goal 1: Business Knowledge** Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

**Goal 2: Communication** Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

**Goal 3: Ethical Awareness** Recognize, analyze, and articulate solutions to ethical issues that arise in business.

**Goal 4: Leadership, Teams, and Diversity** Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

**Goal 5: Critical Thinking** Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

**Goal 6: Innovation** Recognize, analyze, and articulate strategies for promoting creativity and innovation

### TEXTBOOK AND READING MATERIALS

1. Hitt/Ireland/Hoskisson: Strategic Management: Competitiveness & Globalization, 11<sup>th</sup> edition, Cengage, 2015. ISBN-13: 978-1285425177, ISBN-10: 1285425170
2. It is important that students subscribe to at least one business periodical such as the *Wall Street Journal*, *Forbes*, *Business Week*, or *The Economist*. It is also recommended that students stay current on business events locally by reading the *San Jose Mercury News* or *San Francisco Chronicle*. Students will need to reference articles in such sources for written assignments.

### COURSE REQUIREMENTS

The course is designed to evaluate students on: (1) their mastery of the textbook and the strategic management process, (2) ability to write and apply the strategic management concepts in the course in a critical thinking manner, and (3) their ability to accomplish results within a team. Specific deliverables are as follows:

1. **Exams** – There will be mid-term and final exams covering the chapters assigned in the text. The exams will be in a multiple choice format. Students will need to bring a Scantron form 882E and number 2 pencil to class the day of the exams. There are no make-up provisions for missed exams, except in the case of true dire emergencies and when arrangements have been made with the instructor prior to the date of the exam. Exams are conducted on both an individual and team basis as described in this syllabus.
2. **Procedures for Individual and Team Exams** - Each exam is given in two stages, Individual and Team. The Individual Exam measures individual learning. The Team Exam measures collaborative learning. It behooves each student to both prepare well individually and to work as a supportive team-member. The two exams are merged into one grade by taking 80% of the individual grade and 20% of the team grade. In taking 20% of the team grade, a score of only up to 10 points over the individual grade is considered in the calculation. Prior to taking the team-based exam, students will take the exam on an individual basis, marking answers on their exam and transcribing them to their Scantron. They will not discuss the individual exam with team members as they are taking the exam. When they complete the exam, they will turn in their exam and Scantron. After the individual exam, students will take the team exam. For the team-based exam, students will sit with their teams. The instructor will return their ungraded exam (not their Scantron) that they just completed. Each team will collaborate on what they feel is the right answer for each question and mark up a new team-based Scantron with their team name on it.
3. **Strategic Management Project** –Students will be a member of a team for performing a case study on a company of their choosing using strategic management tools and concepts studied in the course. Students will be assigned to teams by the instructor. During the later part of the course, teams will make a presentation to the class of their research. Class members will perform an analysis of each team's presentation. Separate instructions are posted on Canvas on the approach and format of the Strategic Management Project. However the expectation is that students will apply in a comprehensive manner the strategic management concepts studied in the course to the analysis of their selected company. The report to be submitted shall be approximately 30 pages in length (double spaced, Times Roman 12 point font, 1" margins), not including cover page, table of contents, exhibits, references, and attachments. The report must contain approximately 25 references and include footnotes and a proper bibliography. Students will take care to avoid plagiarism in the writing of their report and will document all references through

appropriate citations. In addition to providing a hard copy of their report, it shall be submitted to the drop box in Canvas. In general, reports should contain no more than 20% non-original work.

#### 4. **Homework**

- a. **Assigned Chapters** - Read and study the assigned chapter(s) in advance of the class, including thinking through the end-of-chapter questions and being prepared to be called upon for answers to these questions.
  - b. **Current Events** – Monitor current events in business periodicals and be prepared to provide comments in class.
  - c. **Written Homework Assignments** - There are five homework assignments covering mission statements, Porter’s Five Forces Model, first and second mover considerations, strategic alliances, and strategic leadership. Homework assignments are to be no more than 1 to 2 pages in length, double spaced. A cover page is not needed as long as student names and the assignment title are clear. The questions are not to be repeated on the written homework report. A typed hard copy of the homework is to be turned in to the class on the date it is due and uploaded to Canvas by the start of class time on the due date. Specific homework assignments will be provided separately at the first class meeting and are posted on Canvas in the Files section.
5. **Class Participation** – BUS 189 is an intensive course. As such, it is incumbent on each student to be an active participant during class discussions and careful listeners during lectures and fellow student presentations. At the end of the course students are given an opportunity to submit a voluntary self-report on how well they believe that they have contributed to their team and the class.

#### **FORMATION OF TEAMS**

Professor Musgrave will form the initial teams based on creating diversity in each team by considering majors, ethnicity, and gender. However, in the first few classes as team members get to know one another, adjustments teams can make recommendations for changes in team assignments where it makes sense based on the approval of Professor Musgrave.

#### **TEAM MEMBER PEER EVALUATION**

The ability to work as a valued team member is a major factor in organization and individual success. Employers increasingly select candidates based on emotional intelligence (ability to work with others), as opposed to capabilities, experience, and subject matter knowledge. Accordingly, on the last class, students will do a peer evaluation of their other team members on the Team Research Project. This evaluation will be a factor in each student’s grade on the Team Research Project. Students will score their other team members on the following dimensions: (1) Contribution to project planning; (2) Cooperation in attending meetings and responding to emails; (3) Contribution to group cohesive and keeping the project on track; (4) Contribution to project research; (5) Contribution the project presentation; (6) Contribution in writing the final report; and (7) Overall contribution to project success.

#### **INSTRUCTOR’S BACKGROUND**

Professor Musgrave has lectured and operated in numerous countries in Asia, Africa, Latin America, Europe, and Eastern Europe. He is presently on the board of Biomed Simulation, Inc, an emerging medical technology company. Formerly, he was the president & CEO of The Enterprise Network (TEN) of Silicon Valley where he mentored startups and managed a technology commercialization program with NASA. He has been an executive in the electronics industry, co-founder of a Silicon Valley startup, and is a former U.S. Navy Captain. Professor Musgrave will share much of his experience to illustrate the management concepts and theories of the course. He has DBA and MBA degrees from The George Washington University in Washington, D.C. Students may email him at [william.musgrave@svuca.edu](mailto:william.musgrave@svuca.edu).

## LATE POLICY

NO LATE PAPERS WILL BE ACCEPTED. Failure to turn-in a paper on time will result in a grade of zero for the assignment. Assistance on writing may be obtained at the SJSU Writing Center accessible on line at <http://www.sjsu.edu/writingcenter/>.

## FINAL COURSE GRADE DETERMINATION

Final course grades are determined based on the weightings and grade distribution shown below.

	<b>Course Requirements</b>	<b>Weight</b>
1	Mid-term Exam	25%
2	Final Examination	25%
4	Strategic Management Project	30%
5	Homework Cases (5 each)	15%
6	Class Participation	5%
	Total Weight	100%

Note, extra credit options may be made available as the semester progresses for attending or participating in special events at SJSU or in Silicon Valley that benefit student learning in the course.

Numerical percentages are converted to letter grades based on the table below. Note, there is no grading on the curve.

<b>A+</b> : 98%-100%	<b>A</b> : 94%-97%	<b>A-</b> :93%-90%	<b>B+</b> : 89%-87%
<b>B</b> : 86%-84%	<b>B-</b> : 83%-80%	<b>C+</b> : 79%-77%	<b>C</b> : 76%-74%
<b>C-</b> : 73%-70%	<b>D+</b> : 69%-67%	<b>D</b> : 66%-64%	<b>D-</b> : 63%-60%
<b>F</b> : Below 60%			

Note that grading of the Strategic Management Project will consist of the written report and the in-class presentation. The entire project will be graded on a team basis. However, each student's grade is based on an anonymous Peer Evaluation reflecting each student's team performance. A student's Class Participation grade will consist of the contribution to class discussions and the grade received on the class presentation. While attendance will not be a direct factor in grades, a sign-up sheet will be maintained to monitor class attendance, including late arrivals to class. This provides the instructor another indication of the student's dedication to benefiting from class lectures and discussions and being a contributing member of the class.

So that the Instructor can get to know students better and monitor their participation, students will be provided with a name card to be placed where they sit in class each day. It is the responsibility of each student to bring this name card to class for each session.

Rubrics to guide grading of assignments are posted on Canvas for both written assignments and presentations. Students are urged to review these rubrics to ensure they understand the basis of grading as they prepare for assignments.

## 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.

## CLASSROOM PROTOCOL

Lucas College and Graduate School of Business program goals and class room policy are found at the following link: <http://www.sjsu.edu/cob/Students/policies/index.html> . It is incumbent on each student to respect the rights of others. Classroom etiquette is considered in a student's class participation grade. Please adhere to the following guidelines:

1. Be on time. If you are late, come in quietly so that you do not disturb others.
2. Do not hold side conversations when other students or the instructor are addressing the class.
3. In general, it is expected that all members of this class will act respectful at all times.
4. When in doubt, simply treat others as you would wish to be treated.

### **Cell Phones and Texting**

Turn cell phones off or put them on vibrate mode while in class. Do not answer your phone in class or text 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, students may use computers only for class-related activities. These include activities such as taking notes on the lecture and following the Power Point lectures. Students who abuse the privilege of using a computer will be asked to leave the class and may be referred to the Judicial Affairs Officer of the University for disrupting the course.

### **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.

### **EMAIL AND COMMUNICATIONS**

Professor Musgrave will respond to all appropriately worded email requests within 36 hours on weekdays, and within 48 hours on weekends. Emails must be written in the appropriate business formal style and contain the words "Bus160" in the subject heading. He can be reached at [William.musgrave@sjsu.edu](mailto:William.musgrave@sjsu.edu).

### **UNIVERSITY POLICIES**

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' Syllabus Information web page at <http://www.sjsu.edu/gup/syllabusinfo/>

### **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 arise. See University Policy S90-5 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, at <http://info.sjsu.edu/web-dbggen/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 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 at [http://www.sjsu.edu/provost/services/academic\\_calendars/](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**

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. 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/>.

#### **1.0 DEFINITIONS OF ACADEMIC DISHONESTY**

##### **1.1 CHEATING**

At SJSU, cheating is the act of obtaining or attempting to obtain credit for academic work through the use of any dishonest, deceptive, or fraudulent means. Cheating at SJSU includes but is not limited to:

- 1.1.1. Copying, in part or in whole, from another's test or other evaluation instrument including homework assignments, worksheets, lab reports, essays, summaries, quizzes, etc.;
- 1.1.2. Submitting work previously graded in another course unless this has been approved by the course instructor or by departmental policy;
- 1.1.3. Submitting work simultaneously presented in two courses, unless this has been approved by both course instructors or by the department policies of both departments;
- 1.1.4. Using or consulting, prior to, or during an examination, sources or materials not authorized by the instructor;
- 1.1.5. Altering or interfering with the grading process;
- 1.1.6. Sitting for an examination by a surrogate, or as a surrogate;
- 1.1.7. Any other act committed by a student in the course of their academic work which defrauds or misrepresents, including aiding or abetting in any of the actions defined above.

##### **1.2 PLAGIARISM**

At SJSU plagiarism is the act of representing the work of another as one's own without giving appropriate credit, regardless of how that work was obtained, and/or submitting it to fulfill academic requirements. Plagiarism at SJSU includes but is not limited to:

- 1.2.1 The act of incorporating the ideas, words, sentences, paragraphs, or parts of, and/or the specific substance of another's work, without giving appropriate credit, and/or representing the product as one's own work;
- 1.2.2 Representing another's artistic/scholarly works such as musical compositions, computer programs, photographs, paintings, drawing, sculptures, or similar works as one's own.

### **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](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.

### **STUDENT COURSE RESOURCES**

Students are expected to take full advantage of the following resources to enhance attainment of student learning objectives:

1. **Canvas** - Copies of course materials, team project assignments, writing and research requirements, and other course materials can be found at <https://sjsu.instructure.com>.
2. **Publisher's Student Site** - A publisher's companion website for students is available at <http://login.cengage.com>. This Student Website helps students accelerate their learning of course concepts through various practice tools to reinforce learning.
3. **Study Groups** – One of the best ways to accelerate learning is through the synergy of a study group. Students are encouraged to use their assigned group for purposes of studying together to reinforce the materials in the textbook.

4. **Martin Luther King Library** – The MLK Library is an excellent source for research. Our librarian is Diana Wu. Contact: [Diana.wu@sjsu.edu](mailto:Diana.wu@sjsu.edu), 808-2087.
5. **Meeting with Instructor** – Professor Musgrave is available by email and during office hours to answer any questions and to help on an individual or group basis. Students can drop by his office during regular office hours or arrange for a special meeting via email.
6. **Student Technology Resources** - 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.
7. **SJSU Peer Connections** - 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 10<sup>th</sup> 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.

8. **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](http://www.sjsu.edu/writingcenter) at <http://www.sjsu.edu/writingcenter>.
9. **SJSU Counseling Services** - The SJSU Counseling Services is located on the corner of 7<sup>th</sup> 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>.

**COURSE SCHEDULE FOR BUS 189 (27), SPRING 2017, #29701, TTH (9:00 – 10:15), BBC 103**  
 (Note that the schedule is subject to change with fair notice.)

Day/Date			Subjects and Examinations	Assignments Due
1	Th	1/26	Course Orientation. Introduction to basic strategic management concepts. Meet your team	
2	T	1/31	Ch1 - Strategic Management and Strategic Competitiveness	
3	Th	2/2	Ch2 - The External Environment: Opportunities, Threats, Competition, and Competitor Analysis	
4	T	2/7	Ch2.- The External Environment (cont)	
5	Th	2/9	Ch3. The Internal Organization: Resources, Capabilities, Core Competencies, Competitive Advantages	Team Strategic Mgmt Project topics due
6	T	2/14	Ch4. Business-Level Strategy	HW1: Mission Statement
7	Th	2/16	Ch5. Competitive Rivalry and Competitive Dynamics	
8	T	2/21	Ch5. Competitive Rivalry (cont)	
9	Th	2/23	Ch6. Corporate-Level Strategy	HW2: 5-Forces Model
10	T	2/28	Ch6. Corporate-Level Strategy (cont)	
11	Th	3/2	Ch7. Merger and Acquisition Strategies	
12	T	3/7	Ch7. Merger and Acquisition Strategies (cont)	
13	Th	3/9	Course review	HW3: First & Late Mover
14	T	3/14	<b>Mid-term Exam</b> , Ch 1, 2, 3, 4, 5, 6, 7 (Individual)	
15	Th	3/16	<b>Mid-term Exam</b> (Team exam)	
16	T	3/21	Ch8. International Strategy	
17	Th	3/23	Ch8. International Strategy (cont)	
No classes on 3/28 and 3/30 due to Spring Break				
18	T	4/4	Ch9. Cooperative Strategy	
19	Th	4/6	Ch10. Corporate Governance	HW4: Strategic Alliances
20	T	4/11	Ch10. Corporate Governance (cont)	
21	Th	4/13	Ch11. Organizational Structure and Controls	
22	T	4/18	Ch12. Strategic Leadership	
23	Th	4/20	Ch12. Strategic Leadership (cont)	HW5: Strategic Leadership
24	T	4/25	Ch13. Strategic Entrepreneurship	
25	Th	4/27	Ch13. Strategic Entrepreneurship (cont)	
26	T	5/2	Team Presentations	Team project reports
27	Th	5/4	Team Presentations	
28	T	5/9	Team Presentations	
29	Th	5/11	Team presentations	
30	T	5/16	Course review	
5/23 0715 - 0930			<b>Final Exam</b> - Ch , 8, 9, 10, 11, 12, 13 (individual & team)	Peer evaluations