

**San José State University**  
**College of Business; School of Management**  
**BUS 189, Strategic Management, Sections 10 and 13, Fall 2018**

Ver. 1.01

<b>Course numbers</b>	Section 10: 41714; Section 13: 44928
<b>Instructor:</b>	Robert Chapman WOOD
<b>Office Location:</b>	BT 357
<b>Telephone:</b>	408 924-3573
<b>Email:</b>	<a href="mailto:robert.wood@sjsu.edu">robert.wood@sjsu.edu</a>
<b>Office Hours:</b>	Wednesdays, 5:00-5:40 p.m.; Thursdays, 3:20-4:00 p.m. and by appointment. Please send email if you'd like to set up a meeting outside office hours; I can usually be flexible.
<b>Class Days/Time:</b>	Section 10: Wednesdays, 6-8:45 p.m.; Section 13: Tuesdays and Thursdays, 3-4:15 p.m.
<b>Classrooms:</b>	Section 10: BBC 130; Section 13: BBC 102
<b>Prerequisites:</b>	100W or 100WB writing courses and graduating senior status

### **Course Description**

Business 189 is a senior capstone seminar for business majors. The goal is to enable students to learn the fundamentals of how to manage organizations strategically. Strategic management of organizations is a complex undertaking that 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 situations, 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 Association to Advance Collegiate Schools of Business (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 at least 120 hours of home study, 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 Readings and Resources**

### **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.

We will also use iClicker, a system that does online polls and quizzes in class. All students will need to bring a compatible device to class. Any cell phone or wifi-enabled laptop should be compatible. If you do not have a compatible device, contact the instructor and the university will provide a device.

## Textbook

The principal text is a McGraw Hill Create ebook or looseleaf book containing theory and short cases by Frank Rothaermel, from his text **Strategic Management: Concepts and Cases**. Order the ebook text by going to <https://create.mheducation.com/shop/#/catalog/details/?isbn=9781307207002>. The printed version should be available in the Spartan bookstore.

If you want both ebook and print versions (useful for studying), the best way is to buy the printed version and purchase the “McGraw-Hill Connect” option. (The “Connect” option is not otherwise required for this course.)

## Other Required Readings

In addition to the ebook text we will use one full-length case from McGraw-Hill, one case from Harvard, and a book. The cases can each be purchased on line.

The ebook version of the McGraw Hill Facebook case is available for just \$5 here: [Facebook, Inc. \(c\)2019 | Rothaermel \(San Jose State University\) eBook](#), Print copies should be available at the Spartan Bookstore, but they will be more expensive.

The electronic version of the Harvard case, Tricon Restaurants International, is \$4.25. It is available here: <https://hbsp.harvard.edu/import/550745> .

The book is: Ed Catmull, Creativity Inc., Random House, ISBN 978-0-8129-9301-1. Any edition is OK.

Additional required and recommended reading will be handed out in class or appear on Canvas. This reading will include **Notes** on topics to be covered in class.

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

**On days when cases are to be discussed, students are required to bring the cases to class on paper or in electronic form.** To obtain a grade of C or better in class participation, students must contribute actively to the class.<sup>1</sup>

## Other materials RECOMMENDED

- The book The Seven Habits of Highly Effective People, by Steven Covey (1989, any edition OK), will be discussed as part of our conversation on ethics toward the end of the semester.
- **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.)

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<sup>1</sup> 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.

- Excellent business writing is crucial to strategic management and many other aspects of a business career. Many students find helpful a **grammar guide** such as The Bedford Handbook (Bedford/St. Martin's) or website. One website that others have found helpful is <http://grammar.ccc.commnet.edu/grammar/index2.htm> .
- 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.
- For our study of technology strategy, students are asked to experiment with **virtual reality and augmented reality** products. Smartphone-based products can be very good. Those who own compatible smartphones may consider a Google Cardboard (older) or Daydream (newer, but more expensive) viewer. Most iOS and Android smartphones made within the last few years are compatible. A Cardboard 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=CjwKEAjuqpK8BRD7ua-U0orrgkESJADIN3YBYEEgWj3MANj86YU1-u2nrdPcydW0L6AiJaOfbJ08ARoCj\\_w\\_wcB](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=CjwKEAjuqpK8BRD7ua-U0orrgkESJADIN3YBYEEgWj3MANj86YU1-u2nrdPcydW0L6AiJaOfbJ08ARoCj_w_wcB) .  
Cheaper versions from other sources are generally fine. Apple iOS is scheduled to add support for augmented reality with ver. 12 this fall, and we will discuss this in class if it is available at that time. compatible with virtual reality and augmented reality products.

The Martin Luther King library is opening a virtual reality lab where students should be able to try a variety of products.

- 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 Fortune, Forbes, and Bloomberg BusinessWeek 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>.

For this class, all work except the final strategy memo should be word-processed and delivered **double-spaced** to make it easier to read my comments. The final strategy memo should be **single-spaced** because that is that is the standard style for memos in most companies.

## Library Liaison

Ann Agee

[ann.agee@sjsu.edu](mailto:ann.agee@sjsu.edu)

Tel. 408 808-2033

## Course Assignments

### a. Project

The **Strategy 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, students who do not play full roles in group activities will not receive the full team grade. Failure to play appropriate roles in the project, including communicating with the group and meeting team deadlines, can result in severe penalties, including failing the course.

### b. iClicker questions

Multiple choice questions will be asked in class and students will be required to respond using iClicker. There will be both participation questions, for which any answer gives the student a small amount of credit toward the class participation grade, and quiz questions designed to determine whether students have studied and understood required material.

### c. Exams

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

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

## Grading Policy

Grade weightings are: *[to be revised after calendar is complete – tktk]*

Initial paper	6%
Writing exercise	1%
External analysis quiz	4%
Group assignment on sustained competitive advantage	1%
iClicker quiz answers	7%
<u>Creativity Inc.</u> group paper	8%
Term project and related group work (normally 40% group, 60% individual allocation)	24%
Class Participation, especially case discussion participation	16%
Midterm	15%
Final exam/exercise	18%
<b>Total</b>	<b>100%</b>

## 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 much 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](http://www.sjsu.edu/senate/docs/F13-1.pdf) at <http://www.sjsu.edu/senate/docs/F13-1.pdf> for more details.

## 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](http://www.sjsu.edu/senate/docs/S90-5.pdf) at <http://www.sjsu.edu/senate/docs/S90-5.pdf> and SJSU current semester’s [Policies and Procedures](http://info.sjsu.edu/static/catalog/policies.html), 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](http://www.sjsu.edu/provost/services/academic_calendars/) 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](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.”
  - 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/>.

**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](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) 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](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>.

## **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>. 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.)

