



Business Strategy (GEB 4890 - 11163)

TR 7:30 – 8:45 a.m.

LH 1204: 3 Credit Hours

**Instructor:** Dr. Trip Knoche  
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**Office Location:** Lutgert Hall Rm 3336  
**Office Hours** TR 10:30 a.m. – 12:00 p.m. and TR 1:30 – 2:30 p.m. or by appointment

#### **A. COURSE DESCRIPTION**

Senior level capstone experience requiring student teams to analyze and implement solutions to complex business problems and opportunities. Students are required to incorporate knowledge acquired in all areas of their College of Business course of study in actual business situations. (Senior standing and advisor permit required)

**Prerequisite:** MAN 3025 for level Undergraduate with minimum grade of C and MAR 3023 for level Undergraduate with minimum grade of C and FIN 3403 for level Undergraduate with minimum grade of C

#### **B. KEY TOPICS COVERED IN THIS COURSE**

**Foundations of Strategy focusing on the following 3 topics**

##### **1. External and Internal Analysis**

A set of tools and techniques that assist the analysis of the organization and direction setting. This analysis underpins the cohesive setting of strategy. Industry analysis consists of understanding the dynamics and issues that impact the overall profitability of any specific industry. In business analysis, students will focus on the value chain and analyze the internal resources and capabilities of the firm.

## 2. Strategy Formulation

Business strategy refers to how businesses choose to compete and position themselves in the marketplace. Students will learn a set of business-level analysis tools and strategies such as generic strategic positioning and strategic groups, as well as orienting the company to serve customers and prosper.

## 3. Strategy Implementation, Control, and Execution

Implementation involves strategies, systems and processes needed by the organization to set goals and achieve objectives. Strategic control involves developing and applying metrics which are both financial and non-financial measures to monitor performance outcomes, by which firm strategy can be assessed and adjusted. In addition, how firms are structured to carry out objectives, issues of corporate governance, and how behaviors can affect ethics and social responsibility is covered

## C. TEXTBOOK AND READINGS *and other required materials*

### On –line:

### E-Book and Connect:

Thompson, Peteraf, Gamble, & Strickland, **Crafting & Executing Strategy: Concepts and Cases**, 22<sup>nd</sup> edition. Connect Access Card. ISBN: 97812598899584

The FGCU bookstore has the online access code to Connect, which includes the E-book for the text. Be aware that the Connect code is not transferable from one user to another.

You may also choose to purchase the Connect directly from McGraw-Hill through the course canvas page. Instructions for doing so will be given during the first class. Included with your purchase is an electronic copy of the textbook and an option to purchase a Loose Leaf copy at a reduced price. This may be the cheapest option.

During the first two weeks of the semester you can sign up for a free 2-week trial of McGraw-Hill Connect (with the eBook). This will allow everyone to complete assignments and access course materials even if they cannot purchase the package by the first day of class. You will need to purchase full access to your course before your trial expires and use the same email that you used to sign up for courtesy access to avoid losing your work.

### Business Strategy Game:

<http://www.bsg-online.com>. Registration via credit card on the BSG website, or a prepaid access code available for purchase at the university bookstore.

### CANVAS:

Course materials.

## D. GRADING, ASSIGNMENTS AND COURSE REQUIREMENTS

Do all readings (books, articles, cases, and chapters) and assignments **before class**. In addition, you are expected to participate in class discussions and in all group work.

### Grading:

Connect & LearnSmart Assignments	15%
Written Homework Assignments	10%
Participation	10%
Exams & Quizzes	40%
Simulation (BSG) Related	25%

Quizzes – There may be short unannounced quizzes anytime in class. The questions will be mostly related to the assigned reading and class discussions since the last quiz.

Examinations – You will be expected to demonstrate competency regarding the concepts and cases that we cover. The exams may include multiple-choice, fill in the blank, short responses, and essay questions.

Participation – The class is an on-going discussion about business strategy. This portion of the grade is based on attendance and the quantity and quality of your input. **Participation involves discussing** readings, cases, asking questions to clarify points, etc. - **talking**. Lack of participation can lower participation score. The final participation grade begins with and cannot exceed attendance score (see below).

Attendance score: Attendance score begins at 100. An attendance sheet will be distributed in each class session and/or Arkaive.com will be used (at the beginning and end of each class) to record attendance. Please make sure you sign the attendance sheet (and/or record your attendance in Arkaive.com) to get credit for attendance. There will be ten (10) points deducted from the attendance grade for each time the attendance sheet is not signed (or attendance is not recorded in Arkaive.com) beyond the second occurrence. No points will be deducted from the attendance score for the first two occurrences in which the attendance sheet is not signed (and/or attendance is not recorded in Arkaive.com). If the attendance sheet is not signed (and/or attendance is not recorded in Arkaive.com) more than five (5) times, there will be 20 points deducted for each time the attendance sheet is not signed (or attendance is not recorded in Arkaive.com) and it may not be possible to pass this class. There will be twenty (20) points deducted from the attendance score if the attendance sheet is not signed (and/or attendance is not recorded in Arkaive.com) on presentation days. There are no “excused absences”. If points deducted exceed 100 points, attendance points will be deducted from exam and quiz scores. **If you are more than 10 minutes late (or leave more than 10 minutes early), you will not get attendance credit for the day.**

Connect and LearnSmart Assignments – McGraw-Hill’s Connect (and the associated LearnSmart) is the online workbook/activity guidebook that you will use to learn and remember key concepts and theories, assess your comprehension, and apply course concepts. You will access your Connect homework from the course Canvas page. These homework assignments are to be completed before the assigned date and time (see Schedule and Connect). There are no extensions for Connect or LearnSmart assignments.

Written Homework Assignments – Written homework connects the material from the lecture to cases. These assignments will be given at various times throughout the course and will be announced in class and on the course Schedule. Please use the write-up instructions posted in Canvas with each assignment. Also, it is very often very helpful to use diagrams and charts to help explain key points when completing written assignments. All assignments must be posted in Canvas prior to the start of class on the day assigned. **Since due dates are known in advance, late assignments will not be accepted under any circumstances.**

Business simulation – Grades associated with the BSG depend on your **individual** performance, participation, and contribution online and in the report. **All work must be completed before due dates. Late work, assignments and quizzes will not be accepted.**

Grading Scale:

93-100	A	80.0-82.9	B-	63.0-66.9	D
90-92.9	A-	77.0-79.9	C+	60.0-62.9	D-
87.0-89.9	B+	70.0-76.9	C	00.0-59.9	F
83.0-86.9	B	67.0-69.9	D+		

Students wishing to review their exams or other graded items or would like to request a grade revision will be able to do so within seven (7) calendar days of general notification of grades for that particular exam or graded item. Requests should be made in writing via email to me. If a review for revision is requested, the entire assignment, or exam, will be regraded, which means the overall grade might not change, might decrease, or might improve.

Assignment completion deadlines – All work must be posted on Canvas, BSG and/or in Connect and LearnSmart before the assigned due date. See Course Schedule, BSG and Connect.

Every student must individually register for the *Business Strategy Game* at <http://www.bsg-online.com>. Students who do not complete the process by the deadline will receive a lower grade.

Missed submissions (quizzes, decisions, etc.) for Business Strategy Game Simulation cannot be made up.

## **F. ATTENDANCE POLICY**

Attend all classes. **Students who miss more than five classes may not complete the course.**

**Arrive to class on time. Turn off phones, laptops, and all other devices.** Looking at your cell phone or laptop in class – will be marked **absent** at my sole discretion (because you **are** absent). If you take notes on a laptop, you must sit in the front row. Take off your HATS.

## G. LEARNING OUTCOMES & ASSESSMENT

The department of Management develops student managerial knowledge and leadership skills both individually and collaboratively. (1) Recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizations in the global environment.

<b>Lutgert C.O.B. Learning Goals &amp; Objectives</b>	<b>Management Learning Objectives</b>	<b>Course Learning Objectives (Measurable):</b>	<b>Assessments Used:</b>
<p><b>Understand the business environment</b></p> <p>1. Demonstrate knowledge of ethical frameworks in business.            2. Demonstrate knowledge of global factors influencing business.            3. Demonstrate knowledge of corporate social responsibility, including environmental responsibility, frameworks.</p>	<p>1. Analyze ethical and CSR issues as they apply to management.            2. Demonstrate knowledge of global factors influencing business</p>	<p>Ability to develop strategies in a global business environment, and devise supporting operational decisions.</p>	<p>A, B, D, E, F</p>
<p><b>Be critical thinkers.</b></p> <p>1. Solve business problems using analytical tools            2. Apply critical thinking skills to business problems.</p>	<p>3. Solve management problems using analytical tools</p>	<ul style="list-style-type: none"> <li>• Formulate Strategic and Financial Goals &amp; then use analytic tools, and models to propose a plan.</li> <li>• Ability to apply knowledge of strategic decision making to analyze various “real world” contexts.</li> </ul>	<p>A, B, C, D, E, F</p>
<p><b>Be effective communicators.</b></p> <p>1. Deliver effective oral presentations            2. Prepare effective written reports</p>	<p>4. Demonstrate effective professional communication skills.            5. Work effectively in diverse teams</p>	<ul style="list-style-type: none"> <li>• Prepare individual written assignments that are clear &amp; concise.</li> <li>• Work with others on in- class exercises and project teams.</li> </ul>	<p>B, D, F</p>
<p><b>Have interdisciplinary business knowledge</b></p> <p>1. Understand main concepts &amp; definitions in accounting, economics, finance, information systems management, marketing and operations management.            2. Demonstrate the integration of knowledge across business disciplines</p>	<p>6. Integrate key management theories and practices</p>	<p>Key Management theories &amp; practices students will be able to explain and apply:</p> <ul style="list-style-type: none"> <li>• 5 Forces</li> <li>• Industry Lifecycle</li> <li>• Value Chain</li> <li>• Resource Based View</li> <li>• Goal Setting (strategic &amp; financial)</li> <li>• Generic Business Strategy</li> <li>• Industry Definition</li> <li>• Strategic Management Process</li> </ul>	<p>A, B, C, D, E, F</p>

- A) Business Strategy Game
- B) Business Strategy Game Reports and Presentation
- C) BSG quizzes
- D) Individual Homework
- E) Exams

## F) Class Participation and in-class assignments

### **H. Academic Behavior Standards and Academic Dishonesty**

All students are expected to demonstrate honesty in their academic pursuits. The university policies regarding issues of honesty can be found in the FGCU Student Guidebook under the ***Student Code of Conduct*** and ***Policies and Procedures*** sections. All students are expected to study this document which outlines their responsibilities and consequences for violations of the policy. The FGCU Student Guidebook is available online at <http://studentservices.fgcu.edu/judicialaffairs/new.html>

### **I. University Nondiscrimination Statement**

Florida Gulf Coast University is committed to ensuring equity and fairness for all University employees, students, visitors, vendors, contractors and other third parties. As such, the University prohibits discrimination on the bases of race, color, national origin, ethnicity, religion, age, disability, sex (including sexual harassment/assault), gender identity/expression, marital status, sexual orientation, veteran status or genetic predisposition with regard to admissions, employment, programs or other activities operated by the University. This prohibition extends to enforcement of Title IX of the Education Amendments of 1972.

Questions or complaints should be directed to the Office of Institutional Equity and Compliance (OIEC). The OIEC's phone number is (239)745-4366; the OIEC email address is [OIEC@fgcu.edu](mailto:OIEC@fgcu.edu).

### **J. Disability Accommodations Services**

Florida Gulf Coast University, in accordance with the Americans with Disabilities Act and the university's guiding principles, will provide classroom and academic accommodations to students with documented disabilities. If you need to request an accommodation in this class due to a disability, or you suspect that your academic performance is affected by a disability, please see me or contact the Office of Adaptive Services. The Office of Adaptive Services is located in the Wellness Building. The phone number is 239-590-7956 or Video Phone (VP) 239-243-9453. In addition to classroom and campus accommodations, individuals with disabilities are encouraged to create their personal emergency evacuation plan and FGCU is committed to providing information on emergency notification procedures. You can find information on the emergency exits and Areas of Rescue Assistance for each building, as well as other emergency preparedness materials on the Environmental Health and Safety and University Police Department websites. If you will need assistance in the event of an emergency due to a disability, please contact Adaptive Services for available services and information.

### **K. Student Observance of Religious Holidays**

All students at Florida Gulf Coast University have a right to expect that the University will reasonably accommodate their religious observances, practices, and beliefs. Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith. Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence. Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances. Where practicable, major examinations, major assignments, and University ceremonies will not be scheduled on a major religious holy day. A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence.

## **L. Resources for Faculty General Education**

Information on General Education program requirements is available online at

[http://www.fgcu.edu/General\\_Education/index.html](http://www.fgcu.edu/General_Education/index.html)

### **Service-Learning**

Information on integrating service-learning into the course and course syllabus is available online at

<http://www.fgcu.edu/Connect/>

### **Distance-Learning**

Information on distance learning courses is available online at <http://itech.fgcu.edu/distance/>

### **Online Tutorials**

Information on online tutorials to assist students is available online at

<http://www.fgcu.edu/support/Approved>

### **Canvas Learning Management System and Demonstration Site**

Information on Canvas is available online at <http://canvas.fgcu.edu/> and

<https://fgcu.instructure.com/courses/7692>

### **Library Resources**

Main page: <http://library.fgcu.edu/>

Tutorials & Handouts: <http://library.fgcu.edu/RSD/Instruction/tutorials.htm>

Research Guides: <http://fgcu.libguides.com/>

Faculty Support: [http://library.fgcu.edu/faculty\\_index.html](http://library.fgcu.edu/faculty_index.html)

## **M. CONTACT**

Contact me by email at any time to raise issues or request to meet. I will meet outside office hours on request. Do not delay if you feel you need help or clarification – *please* seek assistance early!

## N. COURSE CALENDAR (Tentative- Subject to change with notice)

Dates	Topic - Read	Assignments	BSG
Week 1: 1/7, 9	Intro to Strategy – Ch. 1 & Ch. 2	1/9 HBC: Porter What is Strategy	
Week 2: 1/14, 16	External Analysis – Ch. 3	Connect Ch. 1,2,3: <b>1/13 Monday</b>	1/16 BSG Quiz 1 Due
Week 3: 1/21, 23	Internal Analysis – Ch. 4	Connect Ch. 4: <b>1/20 Monday</b>	1/23 Practice Round-1
Week 4: 1/28, 30	Internal Analysis – Ch. 4 (cont.)		1/30 Launching Your Firm 1/30 BSG Quiz 2 Due
Week 5: 2/4, 6	Ethics – Ch. 9	Connect Ch. 9: <b>2/3 Monday</b> Case: 24 Devils Dilemma	
<b>Exam 1: 2/6</b>	<b>Exam 1: 2/6</b>	<b>Exam 1: 2/6</b>	
Week 6: 2/11, 13	Business Strategy – Ch. 5	Connect Ch. 5: <b>2/10 Monday</b>	2/13 Creating a Solid Strategy 2/13 Practice Round-2
Week 7: 2/18, 20	Business Strategy – Ch. 5 (cont.)	Business Models- Ghemawat reading 2/20 First Homework	2/17 BSG Reset 2/20 First Round
Week 8: 2/25, 27	Corporate Strategy – Ch. 8	Connect Ch. 8: <b>2/24 Monday</b>	2/27 Second Round
Week 9: 3/3, 5	Spring Break	Spring Break	Spring Break
Week 10: 3/10, 12	Corporate Strategy – Ch. 8	3/12 Second Homework	3/12 Third Round
Week 11: 3/17, 19	International Strategy – Ch. 7	Connect Ch. 7: <b>3/16 Monday</b>	3/19 Fourth Round
<b>Exam 2: 3/24</b>	<b>Exam 2: 3/24</b>	<b>Exam 2: 3/24</b>	
Week 12: 3/24, 26	Comp Dynamics – Ch. 6	Connect Ch. 6: <b>3/23 Monday</b> 3/26 Third Homework	3/24 Fifth Round 3/26 Sixth Round
Week 13: 3/31, 4/2	Execution – Ch. 10	Connect Ch. 10: <b>3/30 Monday</b>	3/31 Seventh Round 4/2 Eighth Round
Week 14: 4/7, 9	Internal Ops – Ch. 11 Culture & Leadership – Ch. 12	Connect Ch. 11: <b>4/6 Monday</b> Connect Ch. 12: <b>4/8 Wednesday</b>	4/7 Ninth Round 4/9 Tenth Round
<b>Exam 3: 4/14</b>	<b>Exam 3: 4/14</b>	<b>Exam 3: 4/14</b>	
Week 15: 4/14, 16	Presentations		4/16 Final BSG Team Reports and PowerPoints
Week 16: 4/21, 23	Presentations	Presentations	4/21 AOL Individual Reports 4/23 BSG Peer Evaluations Due
<b>Finals: Week of 4/28 – 5/1</b>		<b>Final: 4/28 - 7:30 a.m.</b>	