



**GEB 4890 Business Strategy CRN 11165/11162**

CRN 11165: Tuesday, 5:30 – 8:15 pm, Lutgert Hall 1203

CRN 11162: Thursday, 4:30 – 7:15 pm, Lutgert Hall 2202

3 credit hours

**Instructor:** Dr. Diana Fandel

**Phone:** 239-590-1239

**Email:** [dfandel@fgcu.edu](mailto:dfandel@fgcu.edu)

**Office Location:** Lutgert Hall 3321

**Office Hours** T/Th 11:00 – 11:45 am, 1:30 – 2:45 pm, T 8:15 – 8:45 pm (CRN 11165 only),  
Th 7:15 – 7:45 pm (CRN 11162 only) & by arrangement

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

GEB 4890 is a senior level capstone requiring student (and teams) to analyze business problems. Students synthesize knowledge acquired in their other College of Business courses in business situations. Senior standing or advisor permit is required. Prerequisites: MAN 3025 (minimum grade C); MAR 3023 (minimum grade C); FIN 3403 (minimum grade C).

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

1. *Five Forces*
2. *Industry Lifecycle*
3. *Value Chain*
4. *Resource Based View*
5. *Goal Setting (Strategic)*
6. *Goal Setting (Financial)*
7. *Generic Business Strategy*
8. *Industry Definition*
9. *Strategic Management Process*
10. *Strategy Execution*

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

**Text:** *Crafting & Executing Strategy: the quest for competitive advantage*, 22<sup>nd</sup> edition, Thompson, Peteraf, Gamble and Strickland, McGraw-Hill, ISBN 9781264001002. This is the Connect software which includes the e-book and an option to purchase a loose leaf paper copy of the text at a reduced price. You can buy this software in the bookstore (with the above FGCU ISBN), directly from McGraw-Hill or from other sources online. *We will be using case studies from the 22<sup>nd</sup> edition so please be sure to purchase the correct edition.*

**On-line:**

**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. We will discuss how, and when, to register in class as it requires you to have your team information when you register.

**CANVAS: Course materials.** **NOTE: it will be important to have accessed Canvas by the end of the first week of classes due to the senior survey quiz deadline on Sunday, January 12<sup>th</sup>.**

## D. CLASS OVERVIEW

The class will overview foundations of strategy and then dive deeper into three areas:

**1. External and Internal Analysis**

A set of tools and techniques that assist the analysis of the organization and direction setting. This analysis underpins cohesive strategy setting. 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**

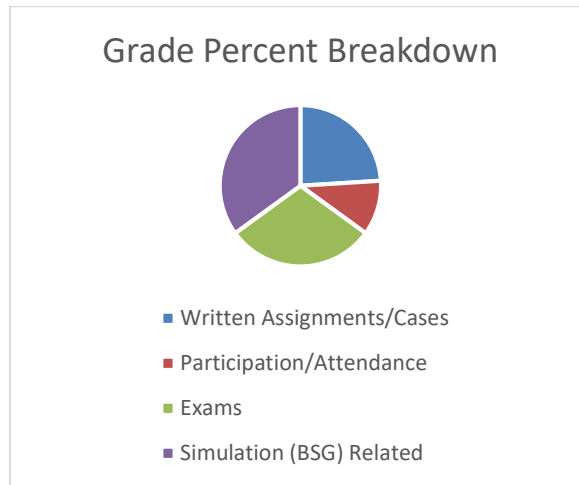
Implementation involves functional strategies, systems and processes needed by the organization to set goals and achieve objectives. Strategic control involves developing and applying metrics which are both financial and non-financial measures to monitor performance outcomes, by which firm strategy can be assessed and adjusted. In addition, how firms are structured to carry out objectives and strategic execution are covered.

## E. GRADING, ASSIGNMENTS AND COURSE REQUIREMENTS

Complete all readings (articles, cases, text, BSG instructions) and assignments **before class**. In addition, you are expected to actively participate in class discussions and in all group work.

**Grading:**

Written Assignments/Cases (4)	24%
Participation/Attendance	11%
Exams (2)	30%
Simulation (BSG) Related	35%



Examinations – You will be expected to demonstrate competency regarding the concepts and cases that we cover. The exams will include two non-cumulative multiple-choice exams.

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, in-class assignments, asking questions to clarify points, etc. – in short, talking. Lack of participation can lower participation score. The final participation grade begins with, and cannot exceed, attendance score (see below).

Attendance policy: Attend all classes. ***Students who miss more than three classes will not complete the course. Arrive to class on time. Turn off phones, laptops (except as noted in section F below), 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).

Attendance score: Attendance score begins at 100. An attendance sheet will be distributed in each class session to record attendance. Please make sure you sign the attendance sheet to get credit for attendance. There will be fifteen (15) points deducted from the attendance grade for each day the attendance sheet is not signed beyond the first occurrence. No points will be deducted from the attendance score for the first occurrence in which the attendance sheet is not signed. In other words, you have one free skip, no questions asked, *and no other free skips for any reason*. So use your one free skip wisely! If the attendance sheet is not signed for more than three (3) days (including your free skip), you will automatically be withdrawn from the class and it will not be possible to pass this class. **If you are more than 10 minutes late, or you leave early, you will not get attendance credit for the day.**

Written Assignments/Cases – Written homework connects the material from the lecture to cases. Please use the case write-up instructions posted in CANVAS. Also, it is often helpful to use diagrams and charts to help explain key points. All assignments must be posted in CANVAS by the date/time assigned (**see Canvas due dates/times**). **Since due dates are known well in advance, assignments submitted late - within 24 hours of the due date/time - will be graded with a score no greater than 50% and assignments submitted later than 24 hours will not be accepted.**

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

**GRADING SCALE:**

93.0-100	A
90.0-92.9	A-
87.0-89.9	B+
83.0-86.9	B
80.0-82.9	B-
77.0-79.9	C+
70.0-76.9	C
67.0-69.9	D+
63.0-66.9	D
60.0-62.9	D-
00-59.9	F

**F: USE OF TECHNOLOGY IN THE CLASSROOM POLICY**

Technology is an essential part of today’s learning environment. With the increasing use of technology, the need for the responsible use of such technology has likewise increased. Most FGCU students have, at some point, sat next to students who used their laptops or PDAs in class to check e-mail, talk to friends, text message, search the internet or play on-line games. Unfortunately, every person sitting around such students is distracted by this behavior and classroom learning decreases. As a result of these distractions, we will implement the following policy: ***Using laptops or PDAs in class to legitimately take notes is allowed, but all other use of laptops or PDAs in class is prohibited.*** Please respect your fellow students and professor and abide by this technology policy. Thank you.

**G: INFO ON YOUR PROFESSOR**

Background: My name is Diana Fandel. I am a member of the full-time faculty here at Florida Gulf Coast University and I will be your instructor for this course. I have been teaching at the Lutgert College of Business here at FGCU since 2013. Before teaching at FGCU, I spent twenty five years working in industry in a variety of roles including positions such as Global Operations General Manager, Director of Customer Experience, Marketing Functional Manager, Manufacturing Functional Manager, Human Resources Manager, and more. I am excited about teaching this class because I have the opportunity to help you synthesize business knowledge learned to date into a next level understanding of business which, I believe, will serve you well across your business career. I have a BS in Human Nutrition from the University of Massachusetts Amherst, an MS in Business and Management Research from Henley Business School, an MBA from Harvard Business School and a Doctorate in Business Administration from Henley Business School. Additionally, I am a Motorola University *certified* Six Sigma Black Belt and a veteran of the United States Coast Guard. On a personal note, I enjoy the company of friends and family while engaging in a variety of activities such as dining out, golfing, travelling and riding motorcycles.

Teaching Philosophy: At the university level, the student and instructor *build knowledge together* through a variety of learning methodologies. In order to appeal to the many different student learning preferences, I have structured this course to be taught using a combination of classroom lecture and discussion, in-class exercises, textbook readings, homework assignments, videos, case studies, simulations and team

presentations. That is *my part* of building knowledge together. *Your part* of building knowledge together is to give your full attention to this learning experience by completing the assignments at a high-quality level, fully engaging in all of the learning activities, comprehensively studying for exams, and, if needed, proactively seeking my help on course learning/challenges.

**H. LEARNING OUTCOMES & ASSESSMENT**

The Department of Management creates an environment that enables students to develop managerial knowledge and leadership skills, both individually and collaboratively, to: (1) recognize, evaluate, and cultivate business opportunities; (2) identify, understand, and implement positive solutions to organizational issues; and (3) build leadership capabilities to effectively manage organizational change 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>Assessment Methods</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>1. 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>	<p>1. Formulate strategic and financial goals and then use analytic tools and models to propose a plan.            2. Ability to apply knowledge of strategic decision making to analyze various “real world” contexts.</p>	<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>	<p>1. Prepare individual written assignments that are clear and concise.            2. Work effectively with others on in-class exercises and in project teams.</p>	<p>B,D,F</p>

<b>Have interdisciplinary business knowledge</b> 1. Understand main concepts & definitions in accounting, economics, finance, information systems management, marketing and operations management. 2. Demonstrate the integration of knowledge across business disciplines	6. Integrate key management theories and practices	1. Key management theories and practices students will be able to explain and apply include: 5 Forces, Industry Lifecycle, Value Chain, Resource Based View, Goal Setting (strategic and financial), Generic Business Strategy, Industry Definition, Strategic Management Process	A,B,C,D,E,F
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*Legend for Learning Outcomes:*

- A) Business Strategy Game
- B) Business Strategy Game Reports and Presentation
- C) Two BSG Quizzes
- D) Individual Homework
- E) Exams
- F) Class Participation and In-class Assignments

**I. 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 under the “Student Code of Conduct” and “Policies and Procedures” sections in the Student Guidebook. 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>.

**J. 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).

**K. 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.

**L. 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.

**M. COURSE SCHEDULE**

The following outline indicates the topics to be covered and assigned readings for the semester. While an effort has been made to balance the workload throughout the course, as in the real world, there will be periods of time during the semester when the workload is greater. Therefore, it is recommended that you review this syllabus carefully and plan your time accordingly. Please note that the schedule may vary and I may make modifications with notice as the term progresses.

<b>GEB 4890 Business Strategy Syllabus</b>		
<b>Week</b>	<b>Topic (see CANVAS for details)</b>	<b>Homework (see CANVAS for details)</b>
Week 1	Introduction to Strategy	First week assignment in CANVAS under Quizzes – senior survey
Weeks 2 - 3	External Analysis (outside the firm)	Written Assignment 1
Weeks 4 - 5	Internal Analysis of the firm	Written Assignment 2
	<b>EXAM 1</b>	
Weeks 6 - 7	Business Strategy, Positioning & Competitive Advantage	
Weeks 8 - 10	Business Goals and Structure	Written Assignment 3
<b>WEEK 9</b>	<b>SPRING BREAK – NO CLASSES</b>	<b>SPRING BREAK – NO CLASSES</b>
Weeks 11 - 14	Strengthening Competitive Position	Written Assignment 4
	<b>EXAM 2</b>	
Weeks 15 - 16	Strategy Presentations	Team Report

**Classroom Safety**

For the safety of the entire class, I lock the door *promptly* at the beginning of class. Late students should wait outside the door until I open the door approximately 10 minutes after class has begun. Except in the case when the professor and a student have made pre-arrangements, and except for our 20 minute break, the door will not be re-opened again until class is over (by either the professor or other students).

***Note: the door locks from the outside but can always be opened from the inside.***