



**GEB 4890 Business Strategy LH 2202
CRN 11167 MWF 10:30-11:20 & CRN 11168 11:30 - 12:20**

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Office Location:	LH 3329
Office Hours	MWF 8 – 9:30AM M 12:30 – 1:30PM

A. COURSE DESCRIPTION

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

B. KEY TOPICS COVERED IN THIS COURSE

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 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, issues of corporate governance and behavior is covered.

C. TEXTBOOK AND READINGS *and other required materials*

Text: Thompson, Peteraf, Gamble, & Strickland, **Crafting & Executing Strategy; Concepts and Readings.**

Any edition is fine. The 21st edition ISBN-13 is 9781259899645

NOTE: this is **NOT** the pricier case version. Prior used editions are online for under \$15. **Get ANY version.**

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
- CANVAS: Course materials and presentations are posted.
- Cases are in Study.net

D. CLASS OVERVIEW

E. GRADING, ASSIGNMENTS AND COURSE REQUIREMENTS

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

Grading:

Written Homework/Cases	20%
Participation*	15%
Exams & Quizzes	40%
Simulation (BSG) Related	25%

* see both the Attendance Policy, and the Class Participation note

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, short responses, and essays.

Participation – The class is an on-going discussion about business strategy. This portion of the grade is based on the quantity and quality of your input. **Participation does NOT equal attentive listening;** it is discussion of the readings, case, asking questions to clarify points, etc. - **talking**.

Homework – See separate **Assignment Guide**. Written homework connects the book & lecture to cases. Use business format: introduction paragraph, bullet point your main arguments – each bullet must always be complete, well written sentences - end with a summary. Use diagrams and data. Handed in prior to class for full credit on the day indicated in the assignment guide

Failure to do ALL homework –on its own - may result in failing the class.

Business simulation – Grades associated with the BSG depend on your **individual** performance, participation, and contribution online and in the report.

Failure to actively engage in the simulation –on its own – may result in failing the class.

Grade Scale (Post-mean adjusted % grade scale ranges)

93-100	A	80-82.9	B-	00-59.9	F
90-92.9	A-	77-79.9	C+		
87-89.9	B+	70-76.9	C		
83-86.9	B	60-69.9	D+		

Assignment Deadlines

All work is due at the start of class. Late assignments will be given some credit at my discretion.

Every student must individually register for the *Business Strategy Game* at <http://www.bsg-online.com>.

Missed submissions for Business Strategy Game Simulation cannot be made up.

F. ATTENDANCE POLICY

Attend all classes. Please discuss absences with me **before** class (email in advance of class). **Each** class missed impacts your grade. **Students who miss more than three classes might not complete the course – a grade above a C+ is rare.**

Missed classes. If a class is missed, **hand in the preparation questions for that module along with any assigned homework for partial credit.** The prep questions are listed in the Assignment document. If a case class is missed, **hand in answers to the case preparation questions as well as the module questions.**

Arrive to class on time. Turn off phones, laptops, and other devices. Rude behavior (chronic lateness or using devices) will be marked **absent** at my sole discretion. If you arrive after roll call and do not tell me, my record stands. **If you take notes on a laptop, you must sit in the front row.** NO HATS.

G. INSTRUCTOR BACKGROUND

BS Electrical Engineering from Carnegie Mellon University

MBA from Harvard Business School

PhD Business (Innovation & Entrepreneurship) from Bentley University

I started as an Electrical Engineer at TI & GE. After MBA I went from Product Manager to VP of Marketing & Sales in computers/communications at 3 Fortune 500 global firms.

I worked at hi-tech startups in Silicon Valley & Boston areas. My first software startup (of 4) was in early 1990's; I raised VC funding and we ultimately took the company public in 1996 IPO. I founded my last firm –storage software- in 2002. After 3 years of always-profitable 30% quarter over quarter revenue growth, it was purchased by a public company in 2006. Three of the firms grew to top 100 US revenue.

After receiving my PhD I became full time faculty professor at FGCU.

H. LEARNING OUTCOMES & ASSESSMENT

Lutgert C.O.B. Learning Goals & Objectives	Management Learning Objectives	Performance Measure	Assessments Used:
<p>Understand the business environment</p> <p>1. Demonstrate knowledge of ethical frameworks in business.</p> <p>2. Demonstrate knowledge of global factors influencing business.</p> <p>3. Demonstrate knowledge of corporate social responsibility, including environmental responsibility, frameworks.</p>	<p>1. Analyze ethical and CSR issues as they apply to management.</p> <p>2. Demonstrate knowledge of global factors influencing business</p>	<p>Prepare written reports integrating business areas. Business writing.1</p> <p>Deliver an oral presentation.</p>	B, D, F, G
<p>Be critical thinkers.</p> <p>1. Solve business problems using analytical tools</p> <p>2. Apply critical thinking skills to business problems.</p>	<p>3. Solve management problems using analytical tools</p>	<p>Solve business problems using strategy analytical tools, which will include:</p> <ul style="list-style-type: none"> •5 Forces •Industry Lifecycle •Value Chain •Resource Based View 	A, B, C, D, E, F,

		<ul style="list-style-type: none"> •Goal Setting (strategic & financial) •Generic Business Strategy •Industry Definition •Strategic Management Process <p>Written report which resolves a business problem. Business writing ¹.</p>	G
<p>Be effective communicators.</p> <p>1. Deliver effective oral presentations</p> <p>2. Prepare effective written reports</p>	<p>4. Demonstrate effective professional communication skills.</p> <p>5. Work effectively in diverse teams</p>	<p>Make strategic business decisions which consider exchange rates, tariffs, factors of production, inventory, and capital investments on a global scale.</p>	A, B, C, D, E, F, G
<p>Have interdisciplinary business knowledge</p> <p>1. Understand main concepts & definitions in accounting, economics, finance, information systems management, marketing and operations management.</p> <p>2. Demonstrate the integration of knowledge across business disciplines</p>	<p>6. Integrate key management theories and practices</p>	<p>Decision making and written reports to include data and solutions to span multiple functions in a company.</p>	A, B, C, D, E, F

¹ **Business Writing = Following the LCOB Writing Guideline.**

- A) Business Strategy Game
- B) Business Strategy Game Reports & Presentation
- C) Two BSG quizzes
- D) Individual Homeworks
- E) Minimum of 2 Exams
- F) Class Participation and in-class assignments
- G) Critical thinking/integration writing assignment

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 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>

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.

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.

COURSE CALENDAR* (subject to change without notice):

Week	Topic (see Guide for readings)	Homework (see Guide for details)
1	Intro to Strategy	First week assignment on CANVAS. Under Quizzes – senior survey
2	External Analysis	HW
3	External Analysis	Case 1
4-6	Internal Analysis	Case 2
7	Exam 1	
8-9	Business Strategy	
10	Competitive Strategy	Case 3
11	Business Goals	
12	Performance & Process	Goals HW
13		Individual Writ Assig
13		Individual BSG PPT Assign
13	Governance & Ethics	Team Report outline
14-15	Strategy Presentations	Team Report
	Exam 2	

* See [GEB 4890 Assignment Guide](#) on CANVAS for more detail on readings, BSG, homework and dates.