# Course Description

This course applies the business case method of learning various business situations that illustrate business strategy development. The evaluation of cases illustrates the causes of business problems, available solutions, and the impact of managerial choices on both the business enterprise and society in general.

# University Learning Outcomes (ULO)

For full descriptions of the University Learning Outcomes, please refer to the catalog.

* **ULO1:** Communication Skills
* **ULO2:** Professional Competency
* **ULO3:** Moral and Ethical Judgment­
* **ULO4:** Problem Solving ­
* **ULO5:** Critical Thinking ­
* **ULO6:** Leadership in Society ­
* **ULO7:** Critical and Competent Use of Technology ­

# Program Learning Outcomes (PLO)

* **PLO1:** The student will be able to prepare effective and clearly written business communications. (ULO 2, 4)
* **PLO2:** The student will display appropriate quantitative problem-solving abilities in the context of a business problem. (ULO 1, 2)
* **PLO3:** The student will be able to apply ethical and moral decision-making principles to business situations. (ULO 2, 3, 4)
* **PLO4:** The student will demonstrate proficiency in the business areas of accounting, management, marketing, and economics. (ULO 1, 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Apply an analytical framework in reading business case studies and strategic planning. (PLO2, PLO4, PLO6, PLO7)
* **CLO2:** Analyze a company’s internal and external environment including stakeholders, value chain, competitors, industries, and markets. (PLO2, PLO3, PLO5, PLO7)
* **CLO3:** Develop and assess business strategies that optimize income levels. (PLO2, PLO3, PLO4, PLO6, PLO7)
* **CLO4:** Explain the issues and challenges companies face when developing strategic business plans to improve performance, such as resistance to change and limited resources. (PLO2, PLO3, PLO4, PLO6, PLO7)

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

David, F., & David, F. (2015). *Strategic management: Concepts and cases: A competitive advantage approach* (15th ed.). Boston, MA: Pearson.

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion Board 1 | 2 |  |
| Discussion Board 2 | 3 |  |
| Discussion Board 3 | 3 |  |
| Week 1 Project Assignment | 12 |  |
| **Week 2** |  |  |
| Discussion Board 1 | 4 |  |
| Discussion Board 2 | 4 |  |
| Week 2 Project Assignment | 12 |  |
| **Week 3** |  |  |
| Discussion Board 1 | 4 |  |
| Discussion Board 2 | 4 |  |
| Week 3 Project Assignment | 12 |  |
| **Week 4** |  |  |
| Discussion Board 1 | 4 |  |
| Discussion Board 2 | 4 |  |
| Week 4 Project Assignment | 12 |  |
| **Week 5** |  |  |
| Discussion Board 1 | 4 |  |
| Discussion Board 2 | 3 |  |
| Week 5 Project Assignment | 12 |  |
| Exit Survey | 1 |  |
| **Total Points** | **100** |  |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |

# Weekly Learning Modules

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| Week One: Introduction to Strategic Management | |  | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe the strategic management process. | | CLO1 | |
| * 1. Discuss ways companies can adapt strategy to align with short- and long-term goals. | | CLO1, CLO2 | |
| * 1. Discuss how clear vision and mission statements can benefit other strategic management activities. | | CLO1 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 1 & 2 and Oral Presentation Steps 1 & 2 in *Strategic Management: Concepts and Cases: A Competitive Advantage Approach*. | | 1.1,1.2,1.3 |  |
| **Review** the following websites:   * [Sisters of Mercy, founders of Gwynedd Mercy University, Mission and Values](http://www.sistersofmercy.org/about-us/mission-values/) * [Gwynedd Mercy University Mission](https://www.gmercyu.edu/gwynedd-mercy-difference/mission-identity)   **Post** your insights or questions from your website review in the Week One General Q & A discussion forum. | | 1.2,1.3 | Review websites and post response =  **1 hour** |
| **Review** the following investor websites:   * [PepsiCo](http://www.pepsico.com/Investors) * [Five Guys](http://www.fiveguys.com/contact-us/franchise-opportunities)   *Note.* Five Guys as referenced in the text as a private firm. This tells us that there is not stock offered to the public for purchase.  **Post** your insights or questions from your website review in the Week One General Q & A discussion forum. | | 1.1,1.2 | Review websites and post response =  **1 hour** |
| **Total** |  |  | **2 hours** |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the following websites:   * [Strategy Club](http://strategyclub.com/): *Strategic Management* text student resources website * [Top Nonprofits](https://topnonprofits.com/vision-mission/): Resource to compare the differences between nonprofit and traditional for-profit organizations * [Small Business Administration: Small Business Development Centers](https://www.sba.gov/tools/local-assistance/sbdc) * [Gwynedd Mercy University Business Library Guide](http://gmercyu.libguides.com/content.php?pid=395959) | | 1.1 |  |
| **Review** the following articles:   * ["Vision and Mission-What’s the difference and why does it matter?"](https://www.psychologytoday.com/blog/smartwork/201004/vision-and-mission-whats-the-difference-and-why-does-it-matter) * ["Mission statement theory and practice: A content analysis and new direction"](http://strategyclub.com/wp-content/uploads/2014/11/MissionArticle.pdf-file.pdf) * ["How Forbes 200 companies create and use mission statements"](http://libjournals.mtsu.edu/index.php/jsbs/article/view/342/320) * ["3 keys to adapting to any career change"](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=87069076&site=ehost-live) | | 1.1,1.2,1.3 |  |
| **Watch** the following video: “[Kevin O’Connor, Founder of Two Billion Dollar Companies & Working on Number Three](http://www.uctv.tv/shows/Kevin-OConnor-Founder-Of-Two-Billion-Dollar-Companies-Working-On-Number-Three-27767)” (58:55). | | 1.1 |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1:** **Comparing Business and Military Strategy**  **Review** “Comparing Business and Military Strategy” on pp. 18–20 of *Strategic Management: Concepts and Cases.*  **Watch**: ["Sun Tsu - The Art of War"](https://www.youtube.com/watch?v=dnrpm0_zH84) (1:30:33).  **Post** a clear and logical original post in relating your understanding of the comparison of business and military strategies. Incorporate your findings from reviewing the website and article resources for this week.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 1.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 1.1,1.2,1.3 | Video review, 1 posting, and responding to 2 students = **4 hour**  3pts |
| **Discussion Question 2: Netflix vs. Blockbuster: Who is the Winner, and Why?**  **Watch:** “[Reed Hastings, Netflix: Stanford GSB 2014 Entrepreneurial Company of the Year](https://youtu.be/zCO0lNfs4oM).” (58:37)  **Post** a clear and logical original post discussing why you believe Netflix is the winner.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 1.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 1.1, 1.2 | Video review, 1 posting, and responding to 2 students = **3 hour**  3pts |
| **Discussion Question 3: Analysis Company Approval**  You will prepare a comprehensive written analysis of a Fortune 500 company over the course. Each week, you will have steps to complete that will be applied to your chosen firm. Your final analysis is due at the end of Week 5. This will help you complete the entire analysis in small portions over the duration of the 5 weeks of the course.  **Post** your chosen company for instructor approval by 11:59 p.m. (Eastern Time) on Thursday of Week 1. | | 1.1 | Webquest = **1.5 hour**  2pts |
| **Week One Project Assignment: Company Introduction**  **Write** a 2- to 3-page paper with a minimum of three credible resources introducing the company you will be analyzing during this course. Any references used should be properly cited following APA formatting guidelines.  **Discuss** the following key points in your paper:   * Products or services your company offers * A historical timeline of your company including recent news that may impact your firm’s future strategy *Note*. You may use any free online software approved by your instructor to create this timeline. * The firm’s existing mission and vision statement: Include in your discussion if you believe this is appropriate for the firm. If it is not, discuss your concerns, and explain how you would address them. * Competitor’s mission and vision statements * Any recent news that will affect the firm or the firm’s industry   **Submit** your paper to the instructor via Blackboard. | | 1.1,1.2,1.3 | Guided project, Library research, review of instructor feedback= **3 hours**  12pts |
| **Total** |  |  |  |
| **Notes** | Instructor Notes for Week 1:    This course is designed at the associate’s level. Each week, students are building vocabulary to support their future studies in business. The topics covered in the course text are as follows:   1. Overview of Strategic Management 2. Strategy Formulation 3. Strategy Implementation 4. Strategy Evaluation 5. Key Strategic-Management Topics 6. Strategic-Management Case Analysis   The text is accompanied by a website: <http://www.mypearsonstore.com/>  You are encouraged to add any current challenges or issues in business to a discussion board to keep the material relevant. Key areas of guidance for students are as follows:   * Areas a firm may improve to increase market share or maintain market position * Supporting students with key terms   Each of the companies discussed in the course text have been added to the weeks. | | |

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| Week Two: External and Internal Assessment | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe how external factors—including economic, cultural, and social—affect a firm’s strategic plan. | | CLO2 | |
| * 1. Analyze a firm using Porter’s five forces model to understand a company’s position | | CLO1, CLO2 | |
| * 1. Describe how to perform an internal strategic management audit. | | CLO2 | |
| * 1. Identify internal and external deficiencies through a SWOT analysis | | CLO1, CLO2 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 3 & 4 and Oral Presentation Steps 3 & 4 in *Strategic Management: Concepts and Cases: A Competitive Advantage Approach*. | | 2.1, 2.2, 2.3, 2.4 |  |
| **Read** “[Adaptation of porter’s five forces model to risk management](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=52332727&site=ehost-live).”  **Post** your insights or questions from the reading in the Week Two General Q & A discussion forum. | | 2.2, 2.3 | Reading: review and post response = **1 hour** |
| **Resource:** [Free Excel Student Template](http://strategyclub.com/free-student-template/)  **Download** the Free Excel Student Template from the Strategy Club website. This template will help you complete the Weeks 3 & 4 project assignments. | |  |  |
| **Review** the following investor sites:   * [J.Crew](http://investors.jcrew.com/phoenix.zhtml?c=135311&p=irol-irhome&ver=jc) * [Starbucks](http://investor.starbucks.com/phoenix.zhtml?c=99518&p=irol-irhome) * [PetSmart](http://phx.corporate-ir.net/phoenix.zhtml?c=93506&p=Investors)   **Post** your insights or questions from the websites in the Week Two General Q & A discussion forum. | | 2.1, 2.3 | Review websites and post response =  **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the following websites:   * [Strategy Club](http://strategyclub.com/): *Strategic Management* text student resources website. * [Sisters of Mercy, founders of Gwynedd Mercy University, Mission and Values](http://www.sistersofmercy.org/about-us/mission-values/) * [Gwynedd Mercy University Mission](https://www.gmercyu.edu/gwynedd-mercy-difference/mission-identity) * [Gwynedd Mercy University Business Library Guide](http://gmercyu.libguides.com/content.php?pid=395959) | | 2.1 |  |
| **Review** the following article: ["It’s all in the timing: simple active portfolio strategies that outperform naïve diversification."](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=76469933&site=ehost-live) | | 2.1, 2.3, 2.4 |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1:** **Mission and Vision Matching a Management Audit Checklist**  **Review** “Management Audit Checklist of Questions” on p. 100 of *Strategic Management: Concepts and Cases.*  **Post** a clear and logical original post relating the mission and vision of your favorite company to the questions addressed in the audit checklist. Do your findings in the audit support the mission and vision of your firm? If your chosen firm is part of a larger company, be sure to discuss this in your post.  Note. Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 2.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 2.1, 2.3, 2.4 | 1 posting and responding to 2 students = **1 hour**  4pts |
| **Discussion Question 2: Pepsi Versus Coca-Cola**  **Review** one of the websites listed in Table 4-5 on p. 105 of *Strategic Management: Concepts and Cases.*  **Post** a clear and logical original post comparing and contrast the financial ratios of Pepsi and Coca-Cola. Include in your post at least one ratio from each of the following: liquidity ratios, leverage ratios, activity ratios, profitability ratios, and growth ratios. Examples of these ratios are located in Table 4-6 on p. 108 of the text.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 2.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 2.2, 2.3 | Website review, 1 posting, and responding to 2 students = **2 hours**  4pts |
| **Week Two Project Assignment: External and Internal Assessment**  **Use** the [Free Excel Student Template](http://strategyclub.com/free-student-template/) from the Strategy Club website to create Financial Charts.  **Follow** the INSTRUCTIONS FOR Financial Charts on the START tab of the Free Excel Student Template.  **Write** a 2- to 3-page assessment discussing the following:   * The financial ratios of your firm that you find strong and areas of concerns * The organizational structure of your firm: Does this structure optimize the firm’s focus or strategy within its industry? * Compare your firm’s marketing strategy to its competition. * Include a minimum of four credible resources: two for the strengths and two for the areas of concern. * Any references used should be properly cited following APA formatting guidelines.   **Submit** your assessment to the instructor via Blackboard. | | 2.1, 2.3, 2.4 | Guided project, Library research, review of instructor feedback= **3 hours**  12pts |
| **Total** |  |  |  |
| **Notes** | Instructor Notes for Week 2:  In chapter 4, we continue to focus on the mission and vision as these relate to the internal assessment of an organization. This is highlighted in the chapter in the importance of a value chain analysis and bench-marking. The student should have a clear understanding of the impact the Internal Factor Evaluation would have on stakeholders of the firm. Chapter Four pages 115-121.  Support students in the importance of the mission and vision statements. The Gwynedd Mercy Mission statement may be accessed in each week; this may be used as an added discussion board in any week. The focus on the mission and vision should support the firm’s unique place in the industry. Discuss the mission and vision as the philosophy of the organization. | | |

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| Week Three: Strategic Implementation | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain why strategy implementation is more difficult than strategy formulation. | | CLO1, CLO4 | |
| * 1. Explain why organizational culture and structure are important in strategy implementation. | | CLO2, CLO4 | |
| * 1. Explain talent acquisition decisions to support the mission and vision of the firm | | CLO2, CLO4 | |
| * 1. Describe how the relationship between various departments within a firm, including marketing, finance, and accounting, may impact the strategic plan | | CLO3 | |
| * 1. Describe how to modify an organizational culture to support new strategies. | | CLO4 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 7 & 8, pp. 249–270, and Oral Presentation Step 5 & 6 in *Strategic Management: Concepts and Cases: A Competitive Advantage Approach*. | | 3.1, 3.2, 3.3, 3.4 |  |
| **Watch** “[Chapter 8 Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues](https://youtu.be/_D1YB2WgmzM).” (4:03)  **Post** your insights or questions from the video in the Week Three General Q & A discussion forum. | | 3.1, 3.2, 3.4,3.5 | Review video and post response =  **1 hour** |
| **Review** the following investor sites:   * [T.J. Maxx](http://investor.tjx.com/phoenix.zhtml?c=118215&p=irol-irhome) * [Panera Bread](https://www.panerabread.com/en-us/company/investor-relations.html)   **Post** your insights or questions from the websites in the Week Three General Q & A discussion forum. | | 3.1 | Review websites and post response =  **1 hour** |
| **Review** the following articles:   * ["Diversification and Performance in Developed and Emerging Market Contexts: A Review of the Literature"](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=70329235&site=ehost-live) * ["Strategy Formulation: The Impact of National Culture"](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=5953090&site=ehost-live) * ["Broad-Based Employee Stock Ownership: Motives and Outcomes"](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=95935663&site=ehost-live)   **Post** your insights or questions from the articles in the Week Three General Q & A discussion forum. | | 3.3, 3.5 | Article review and post response =  **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the following websites:   * [Strategy Club](http://strategyclub.com/): *Strategic Management* text student resources website. * [Sisters of Mercy, founders of Gwynedd Mercy University, Mission and Values](http://www.sistersofmercy.org/about-us/mission-values/) * [Gwynedd Mercy University Mission](https://www.gmercyu.edu/gwynedd-mercy-difference/mission-identity) * [Gwynedd Mercy University Business Library Guide](http://gmercyu.libguides.com/content.php?pid=395959) | | 3.1 |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1:** **Management Issues Central to Strategy Implementation**  **Discuss** the relationship between the management issues central to strategy implementation, as listed in Table 7-1 on p. 208 of the text and the ways and means for altering an organization’s culture, as listed in Table 7-11 on p. 228 of the text. An example may include how an organization may minimize resistance to change by focusing on recruitment of employees that adapt to change.  **Post** a clear and logical original post.  *Note*. Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 3.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 3.1, 3.4, 3.5 | 1 posting and responding to 2 students = **1 hour** |
| **Discussion Question 2: USPS Case**  **Read** the United States Postal Service Case found on p. 271 of the text*.*  **Discuss** the following in your post:   * The organization’s strategy, as presented by the Postmaster General in 2011. * Has the United States Postal Service become leaner, smarter, and faster by your observation? Why or why not? * Have you observed an improved customer experience? Why or why not?   **Post** a clear and logical original post.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 3.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 3.2, 3.4, 3.5 | 1 posting and responding to 2 students = **1 hour** |
| **Week Three Project Assignment: SWOT Analysis**  **Conduct** a SWOT analysis of your firm.  **Use** the [Free Excel Student Template](http://strategyclub.com/free-student-template/) from the Strategy Club website to conduct a SWOT analysis of your firm, and produce the following tables:   * “Internal Factor Evaluation Matrix,” as found on p. 118 of *Strategic Management: Concepts and Cases* * “External Factor Evaluation Matrix,” as found on p. 78 of *Strategic Management: Concepts and Cases*   **Follow** the INSTRUCTIONS FOR SWOT, INSTRUCTIONS FOR EXTERNAL AUDIT, and INSTRUCTIONS FOR INTERNAL AUDIT on the START tab of the Free Excel Student Template.  **Write** a summaryhighlighting your findings. Pay close attention to the areas of opportunity and threats. Any references used should be properly cited following APA formatting guidelines.  **Submit** your analysis and summary to the instructor via Blackboard. | | 3.1, 3.4, 3.5 | Guided project and review of instructor feedback= **2 hours**  12 pts |
| **Total** |  |  |  |
| **Notes** | Instructor Notes for Week 3:  In this week, students will learn both SWOT and Porter’s five F\forces. It is important to stress how both tools may be used to improve the position of the firm.  Any material from the library that may support the student’s understanding of the week’s material may be added to this week. | | |

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| Week Four: Framework for Evaluating Strategies | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Describe a practical framework for evaluating strategies. | | CLO1,CLO3, CLO4 | |
| * 1. Explain why strategy evolution and auditing is essential to the success of the strategic plan. | | CLO4 | |
| * 1. Discuss best practices in contingency planning in favorable and unfavorable markets. | | CLO2, CLO4 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 9 and Oral Presentation Step 7 & 8 in *Strategic Management: Concepts and Cases: A Competitive Advantage Approach*. | | 4.1, 4.2, 4.3 |  |
| **Review the following investor site:**   * [IBM](http://www.ibm.com/investor/)   **Post** your insights or questions from the websites in the Week Four General Q & A discussion forum. | | 4.1, 4.3 | Website review and post response =  **1 hour** |
| **Review** the following:   * [Gwynedd Mercy University Business Library Guide](http://gmercyu.libguides.com/content.php?pid=395959) * ["Squeezed: Coping with Constraint through Efficiency and Prioritization"](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=100573286&site=ehost-live)   **Post** your insights or questions from the articles in the Week Four Questions General Q & A forum. | | 4.1 | Article review and post response =  **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Review** the following websites:   * [Strategy Club](http://strategyclub.com/): *Strategic Management* text student resources website. * [Sisters of Mercy, founders of Gwynedd Mercy University, Mission and Values](http://www.sistersofmercy.org/about-us/mission-values/) * [Gwynedd Mercy University Mission](https://www.gmercyu.edu/gwynedd-mercy-difference/mission-identity) | | 4.1, 4.2 |  |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1: Rumelt’s Criteria for Evaluating Strategies**  **Review** the most and least admired firms outlined in Table 9-6 on p. 293 of the text*.*  **Choose** a firm that you most admire from the list of most admired firms, and choose a firm you least admire from the least admired list.  **Discuss** the following:   * Why you chose your most admired company * Why you chose your lease admired company * How each firm would apply Rumelt’s criteria for evaluating strategies as listed on p. 284 of the text.   **Post** a clear and logical original post.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 4.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday | | 4.1, 4.2, 4.3 | 1 posting and responding to 2 students = **1 hour** |
| **Discussion Question 2: Walt Disney**  **Read** the Walt Disney Company Case on p. 441 of your text.  **Discuss** why Disney’s vision and mission make the firm one of the most admired firms and how Disney diversifies with acquisitions, such as Lucasfilm.  **Post** a clear and logical original post discussing the impact of mergers and acquisitions on a firm.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of Week 4.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 4.1,4.2 | 1 posting and responding to 2 students = **1 hour** |
| **Week Four Project Assignment: Quantitative Strategic Planning Matrix**  **Produce** a quantitative strategic planning matrix (QSPM) using the examples and steps on pp. 185–189 of the text as your guide. You can also use the [Free Excel Student Template](http://strategyclub.com/free-student-template/) on the Strategy Club website to create your matrix. Follow the INSTRUCTIONS FOR QSPM Matrix on the START tab to create your matrix.  **Write** a brief summary discuss what you learned about your firm as you completed the QSPM.  **Submit** your matrix and summary to the instructor via Blackboard. | | 4.1, 4.2, 4.3 | Guided project and review of instructor feedback= **2 hours**  12 pts |
| **Total** |  |  |  |
| **Notes** | This is a very important week to support your students. Some may be challenged by the financial information presented.  The tool provided by the website as outlined in Week 1. This tool should make the calculation less difficult. | | |

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| Week Five: Ethics in Strategic Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain why good ethics is good business in strategic management. | | CLO4 | |
| * 1. Explain how firms can best ensure their code of business ethics guides decision making. | | CLO1, CLO4 | |
| * 1. Describe ethical issues that affect a firm’s strategy including environmental and sustainability. | | CLO2, CLO4 | |
| ***Required Learning Resources and Activities****: Students must complete any resources activities listed in this section as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Read** Ch. 10 and review Oral Presentation Steps 1–8 in *Strategic Management: Concepts and Cases: A Competitive Advantage Approach*. | | 5.1, 5.2, 5.3 |  |
| **Review** the following investor websites:   * [Apple](http://investor.apple.com/) * [Starbucks](http://investor.starbucks.com/phoenix.zhtml?c=99518&p=irol-irhome) * [Wholefoods](http://www.wholefoodsmarket.com/company-info/investor-relations) * [The Walt Disney Company](https://thewaltdisneycompany.com/investors)   **Post** your insights or questions from the websites in the Week Five General Q & A discussion forum. | | 5.1 | Review websites and post response =  **1 hour** |
| **Total** |  |  |  |
| ***Supplemental Learning Resources and Activities****: These resources and activities provide further exploration of content, supplemental information, and skill building. Students may complete items in this section on their own or as selected by the instructor.* | | ***Alignment*** | ***Pages/AIE/***  ***Generic*** |
| **Total** |  |  |  |
| ***Assignment****: Students must complete the weekly assignment(s).* | | ***Alignment*** | ***Points/AIE/***  ***Generic*** |
| **Discussion Question 1: BP**  Some companies feel that making money and doing good in society is an either/or strategy.  **Watch** ["The Purpose of Business"](http://video.mit.edu/watch/the-purpose-of-business-9139/) (53:37).  **Discuss** the following:   * How do you think companies have changed their strategies on this since this talk in 2006? * What is your favorite company that you think executes this strategy well? Why?   **Post** a clear and logical original post.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of week 5.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 5.1,5.2 | Video review, 1 posting, and responding to 2 students = **3 hour** |
| **Discussion Question 2: Good Ethics in Current Business Strategy**  **Choose** a current business news topic or issue relating to business strategy.  **Discuss** the role good business ethics played or could have played in the business strategy of your chosen business news topic or issue.  **Post** a clear and logical original post.  *Note.* Your original post is due by 11:59 p.m. (Eastern Time) on Thursday of week 5.  **Respond** to at least two students in a manner that is thought provoking and appropriately challenges or evaluates the discussion. All responses must be posted by 11:59 p.m. (Eastern Time) on Sunday. | | 5.1 | 1 posting and responding to 2 students = **1 hour** |
| ***Week Five Project Assignment: Bringing It Together***  This assignment is due on the last day of the course.  **Highlight** all of your findings from your Weeks 1–4 papers in less than 15 pages including references.  **Discuss** your suggested strategy implementation.  **Support** all of your findings with credible sources.  **Include** recent news or ethical issues in your firm’s industry.  **Export** the tables developed in your Excel file for your firm, including your SWOT analysis, as an appendix.  Any references used should be properly cited following APA formatting guidelines.  **Submit** your paper to the instructor via Blackboard. | | 5.1,5.2,5.3 | Guided project and review of instructor feedback= **2 hours**  12 pts |
| **Exit Survey**  Complete this [Exit Survey](https://www.surveymonkey.com/r/RCTLVWX) for 1 point. Your feedback is important and appreciated! | | N/A |  |
| **Total** |  |  |  |
| **Notes** | Feel free to revise the discussion questions this week to encompass current business news topics or issues relating to business strategy.  This week, students should bring together all they learned in the weeks prior to give a complete view of the chosen firm.  The grading of the student reports should focus on the feedback provided in the previous weeks.  **Exit Survey**  The Exit Survey is embedded in a 1-question quiz so that instructors will know who has taken the survey. | | |

# Breakdown of Academic Instructional Equivalencies

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| **Week 1** |  |  |
| Required | 14.5 |  |
| Supplemental |  |  |
|  |  |  |
| **Week 2** |  |  |
| Required | 8 |  |
| Supplemental |  |  |
|  |  |  |
| **Week 3** |  |  |
| Required | 7 |  |
| Supplemental |  |  |
|  |  |  |
| **Week 4** |  |  |
| Required | 6 |  |
| Supplemental |  |  |
|  |  |  |
| **Week 5** |  |  |
| Required | 7 |  |
| Supplemental |  |  |
|  |  |  |
|  |  |  |
| **Total Required Hours** | 42.5 |  |
| **Total Supplemental Hours** |  |  |
| **Total Hours** | 42.5 |  |