# Course Description

The course will examine strategic management and its importance to the business organization. The student will examine the relationship of strategy and organizational objectives. The course material included the creation and use of the SWOT analysis and the formulation of corporate, competitive and functional strategies. The student will utilize their assigned companies to complete related assignments.

# University Learning Outcomes (ULO)

* **ULO1**:Knowledge of Human Cultures and the Physical and Natural World
* **ULO2**: Intellectual and Practical Skills
* **ULO3**: Personal and Social Responsibility
* **ULO4**: Integrative and Applied Learning
* **ULO5**: Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1**: Apply the case analysis approach. *(PLO2, PLO3, PLO7)*
* **CLO2**: Examine the concepts in the strategic management process. *(PLO3, PLO4, PLO7)*
* **CLO3**: Determine the importance of corporate strategy options. *(PLO2, LO3, PLO4, 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

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2015). *Strategic management: Competitiveness and globalization: Concepts and cases,* (11th ed.). Stamford, CT: Cengage Learning.

ISBN: 978 1 285 42517 7

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# Suggested Point Values

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| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Week 1 Strategic Options | 39 |  |
| Project Company Discussion | 22 |  |
| Project Segment 1 | 50 |  |
| Ally Bank Case Study | 40 |  |
| **Week 2** |  |  |
| Week 2 Strategic Options | 39 |  |
| Project Segment 2 | 50 |  |
| AstraZeneca Case Study | 40 |  |
| **Week 3** |  |  |
| Week 3 Strategic Options | 39 |  |
| Project Segment 3 | 50 |  |
| Learning Team Paper | 25 |  |
| Avon Case Study | 40 |  |
| **Week 4** |  |  |
| Week 4 Strategic Options | 39 |  |
| Project Segment 4 | 50 |  |
| Black Canyon Coffee Case Study | 40 |  |
| **Week 5** |  |  |
| Week 5 Strategic Options | 39 |  |
| Project Segment 5 | 50 |  |
| Blue Nile Case Study | 40 |  |
| **Week 6** |  |  |
| Week 6 Strategic Options | 39 |  |
| Project Segment 6 | 50 |  |
| Campbell Soup Study | 40 |  |
| **Week 7** |  |  |
| Week 7 Strategic Options | 39 |  |
| Project Segment 7 | 100 |  |
| Chick-Fil-A Case Study | 40 |  |
| **Total Points** | **1000** |  |

# Course Schedule

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

# Weekly Learning Modules

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| **Week One: Strategic Management Inputs** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the key concepts of strategic management. | | CLO2 | |
| * 1. Identify the key components of the case analysis approach. | | CLO1 | |
| * 1. Analyze the internal and external assessment of strategies. | | CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Tutorials**  During this course, you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard as needed.  **Click** the **Student Resources** button from the menu on the left. | | N/A | N/A |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 200 to 250 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least one substantive comment of 100 to 150 words to three of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE Model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the [RISE Model for Peer Feedback](http://elwray.squarespace.com/feedback). | | N/A |  |
| **Readings**  **Read** Ch. 1, 2, and 3 of *Strategic Management*. | | 1.1, 1.2, 1.3 |  |
| **Course Overview**  **View** the "Course Overview" video.  **Post** any questions or insights to the Weekly Questions Discussion forum. | | 1.1, 1.2, 1.3 | Lecture Activity = **1hr.** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the class and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | VARIES | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 1 Strategic Options**  Around the country, many states and large cities have been creating re-entry projects in which ex-inmates who participate in a prison-to-productivity program (e.g., Philadelphia, PA’s version is entitled Uplift Workforce Solutions) receive a job with “a promise” of 20-hours of work per week following release. The allocated jobs generally pay minimum wage to start and the program lasts about 6 weeks.  To help begin your research, **examine** the article "Payoff: Guaranteed Job." Scroll down to read the continuation of the article "Program guarantees former inmates a starter job."  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * Strategically, would you support or recommend this program within your company or organization? Why or why not? Do you think this type of initiative would reduce recidivism among former inmates? Why or why not? Would a program similar to this work in all organizations or companies? Which types of industries might be able to benefit most from prison-to-productivity programs?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, OR 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Company Discussion**  Your instructor will assign you to a Learning Team. If you are not assigned to a Learning Team, inform your instructor.  In this course, a Learning Team project is required and each week a segment of the project is to be submitted.  **Review** the Group Project Overview for details of the project.  Withyour team, **choose** a company for the Team Project. You may use the Learning Team forums provided as a forum for discussion.  **Choose** one person in your team to **post** the chosen company to the Project Company Discussion forum. It is important to post your company early as they are at a first-come, first-serve basis. | | VARIES | Guided Project = **.5hr.** |
| **Project Segment 1**  **Resource:** Group Project Overview  Based on the company chosen, **discuss** with your Learning Team on the project requirements and a plan of action. You may use the Learning Team forums provided as a forum for discussion.  **Provide** a detailed overview on the chosen organization of 1 to 2 pages.  **Include** the following in your overview:   * Corporate name * Headquarters * Satellite operations\* (as applicable) * Number of employees * Corporate history (detailed) * Type of business   **Submit** the Project Segment 1.  **\*Review** the following for a definition of satellite operations: <http://www.investopedia.com/terms/s/satellite-operation.asp> | | VARIES | Guided Project = **1.5hr.** |
| **Ally Bank Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 1: Ally Bank on p. a-1 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation, is more important than paper length. | | 1.1, 1.2, 1.3 | Case Study = **1hr.** |
| **Total** |  |  | **7.5hr.** |

# Faculty Notes

**Project Overview:** Assign students to Learning Teams early to provide time for team discussions and company analysis.

**Adobe Connect:** Students should post any questions or comments they have to the Announcement forum. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: Strategic Actions – Strategy Formulation | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Compare the different views of competitive advantage. | | CLO1, CLO2 | |
| * 1. Demonstrate the process of an internal analysis. | | CLO1, CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 4, 5, and 6 of *Strategic Management*. | | 2.1, 2.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 2 Strategic Options**  **Read** the article "As chain stores close, pain and opportunity."  Many chain stores are closing. The Sports Authority has stopped its retail activities. Recently, J.C. Penney’s announced the closing of its last three stores. It is clear that Sears is also in a downward spiral that is likely to result in the demise of a long-time U.S. retail giant. In the article "As chain stores close, pain and opportunity," author Joyce Rosenberg suggests that this phenomenon provides both strategic “pain and opportunity.”  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * Strategically, what are the opportunities that a well-trained and experienced strategic thinker can gain from these closures? As a business leader, what might you do to realize the “opportunity” suggested by Rosenberg? What potential pitfalls might you want to guard against? Is location of these closing retail giants a factor?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.1 OR 2.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 2**  **Resource:** Group Project Overview  **Provide** a detailed assessment and evaluation of up to 5 pages regarding the leadership for the chosen organization. You may use the Learning Team forums to discuss your team projects.  **Incorporate** the following:   * Corporate leadership * Organizational structure (e.g., hierarchical) * Leadership team (e.g., names, education, experience, etc.)   **Submit** the Project Segment 2.  *Note:* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation, is more important than paper length. | | VARIES | Guided Project = **1.5hr.** |
| **AstraZeneca Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 2: AstraZenecak on p. a-16 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 2.1, 2.2 | Case Study = **1hr.** |
| **Total** |  |  | **5** |

# Faculty Notes

**Instructor Led Discussion:** In this course, discussion questions are created by the instructor. Locate current business articles to share with the class (i.e., provide article link or document attachment) and post questions related to this week’s topic.

Be sure to create discussion questions that encourage students to think critically and to perform research on the given topic.

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| Week Three: Merger and Acquisition Strategies | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Recognize the multinational opportunities. | | CLO1, CLO2 | |
| * 1. Examine the opportunities and challenges of mergers and acquisitions. | | CLO1, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 7, 8, and 9 of *Strategic Management*. | | 3.1, 3.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 3 Strategic Options**  **Read** the article "Partnership Ends Early."  Per the article, in June 2017, McDonald’s Corporation terminated its sponsorship of the Olympic Games. For decades (since 1976), the fast-food giant has been one of the Games’ biggest corporate sponsors. McDonald’s had planned to phase out its sponsorship of this event over the next several years, but elected to make the break earlier. The 2018 Winter Games in Korea will mark the official end of this international partnership. The end of this relationship will cost the International Olympic Committee (IOC) both funding and publicity.  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * While Alibaba, Toyota, Panasonic, and Bridgestone remain *top* partners, the loss of McDonald’s is a major financial blow to the IOC and the upcoming games. What, in your opinion, caused the fracture between the IOC and McDonald’s Corporation? In a strategic sense, what might both parties have done to repair the issues that caused the break? Or, was the break inevitable based on business necessity and changing times? Explain.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.1 OR 3.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 3**  **Resource:** Group Project Overview  **Research** and analyze the organization’s financial structure as it relates to competition and economic conditions both nationally and internationally. If available, **examine** the chosen company’s financials using its final Annual Report for clues to its deteriorating strength within the industry.  You may use the Learning Team forums to discuss the details of the team projects.  **Write** a report on your team’s analysis of up to 5 pages.  **Submit** the Project Segment 3.  *Note:* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 3.1, 3.2 | Guided Project = **1.5hr.** |
| **Learning Team Paper**  So far in the course, we have been exposed to the reading and learning of issues facing BREXIT with the departure of England from the system of European cooperation.  **Read** the article "The Truth About Globalization."  As a group, **write** an analysis of up to 5 pages from a strategic management perspective on how globalization might be impacted positively or negatively over the next decade. **Conduct** a thoughtful discussion with your group (you may use the group forum) to provide meaningful insight on the team’s perspective.  **Submit** your analysis.  *Note:* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 3.1, 3.2 | Team Activity = **1.5hr.** |
| **Avon Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 3: Avon on p. a-30 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides appropriate level of analysis and evaluation is more important than paper length. | | 3.1, 3.2 | Case Study = **1hr.** |
| **Total** |  |  | **6.5hr.** |

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| Week Four: Corporate Governance, Ethics, and Corporate Social Responsibility | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze the development and evolution of corporate governance. | | CLO1, CLO2 | |
| * 1. Explain functional strategies, including how it relates to ethics and corporate social responsibility. | | CLO1, CLO2, CLO3 | |
| * 1. Identify past and present ethical considerations. | | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 10 of *Strategic Management*. | | 4.1, 4.2, 4.3 |  |
| **Madoff**  **View** the video "The Madoff Affair" [55:01 min]: <http://www.pbs.org/wgbh/frontline/film/madoff/> | | 4.2, 4.3 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Enron**  Enron is another corporation involved in faulty business practices. You may view a documentary of the corporation; **click** on the link to rent the movie on Amazon: <https://www.amazon.com/dp/B001AMVKO2?ref_=imdbref_tt_wbr_aiv&tag=imdbtag_tt_wbr_aiv-20> | | 4.2, 4.3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 4 Strategic Options**  **View** the illustrative cartoon regarding the Amazon Supermarket.  Recently, Amazon announced that it would become heavily engaged in food sales (aka “Supermarket”). This story is covered in detail on all the major networks.  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * Research further into this topic and consider the strategic implications of this monumental announcement. What will be the impact on companies like Giant, Acme, Aldi, Red Lion, etc.? Do you anticipate small Mom-and-Pop grocery stores to be adversely impacted? Are there any opportunities here for the major grocery retail chains or the major food distributors? Could this situation also have any potential international implications? Explain.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 4.1, 4.2, OR 4.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 4**  **Resource:** Group Project Overview  **Assess** why the company failed with emphasis on leadership, organizational structure, training, planning functions, creativity, and unionization issues (if applicable).  You may use the Learning Team forums to discuss the details of the team projects.  **Write** a report on your team’s assessment of up to 5 pages.  **Submit** the Project Segment 4.  *Note:* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | VARIES | Guided Project = **1.5hr.** |
| **Black Canyon Coffee Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 4: Black Canyon Coffee on p. a-43 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 4.1, 4.2, 4.3 | Case Study = **1.5hr.** |
| **Total** |  |  | **5.5hr.** |

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| Week Five: Organizational Structure(s) | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Analyze selected organizational structures, such as matrix, functional, and hierarchical. | | CLO2, CLO3 | |
| * 1. Identify how to evaluate organizational strategies. | | CLO1, CLO2, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 11 of *Strategic Management*. | | 5.1, 5.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 5 Strategic Options**  **Read** the article regarding investment and Urban Outfitters’.  Urban Outfitters and Anthropologie have experienced recent drops in share value. In a recent article written by Erin Arvedlund (*Philadelphia Inquirer*, July 31, 2017, pp. D1 and D2), it was stated, “Urban’s share price has fallen about 30 percent year-to-date, more than those of other apparel stores. The main reasons include pressure from other e-commerce sites…and lower brick-and-mortar stores traffic; weaker than expected promotions; and poor first-quarter earnings and sales….”  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * As a strategic thinker and planner, what might you recommend to the CEO of Urban Outfitters as a means to “right the ship” over in the short-term and in the long-term?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.1 OR 5.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 5**  **Resource:** Group Project Overview  In your degree program, you may already have been exposed to the SWOT analysis: strengths, weaknesses, opportunities, and threats. If you need a review, **view** the video "How to Perform a SWOT Analysis" [7:02 min.]: <https://www.youtube.com/watch?v=I_6AVRGLXGA>  **Create** a SWOT analysis of the chosen company. Use the organization’s final 3 years of existence in your analysis.  You may use the Learning Team forums to discuss the details of the team projects.  **Write** a detailed analysis with specifics on your team’s assessment of up to 5 pages. Avoid generalities in your analysis.  **Submit** the Project Segment 5.  *Note:* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | VARIES | Guided Project = **1.5hr.** |
| **Blue Nile Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 5: Blue Nile, Inc.: “Stuck in the Middle” of the Diamond Engagement Ring Market on p. a-54 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 5.1, 5.2 | Case Study = **1.5hr.** |
| **Total** |  |  | **5hr.** |

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| Week Six: Strategic Leadership | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the traditional approaches to competitive strategies. | | CLO1, CLO2, CLO3 | |
| * 1. Determine how strategies are evaluated. | | CLO1, CLO2, CLO3 | |
| * 1. Recognize the multinational opportunities. | | CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 12 of *Strategic Management*. | | 6.1, 6.2, 6.3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 6 Strategic Options**  **Research** the settlement information regarding Takata Corporation from various reliable sources.  In response to the largest automobile recall in U.S. history, Takata Corporation has filed for bankruptcy protection in both Japan and the United States. The faulty airbag inflators have been linked to the deaths of 16 people and 180 injuries.  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * What has since happened to Takata? Who will pay the estimated $1.6 billion in fines and associated penalties caused by the exploding inflators? From a strategic perspective, what did Takata do wrong? On learning of possible mechanical defects in the airbag system, what might you have recommended to the CEO of Takata? What would you have done if the CEO failed to accept your recommendation action vis-à-vis your proposed solution?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.1, 6.2, OR 6.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 6**  **Resource:** Group Project Overview  **Analyze** what has been done to prevent the demise of the company (i.e., Could it have been saved?). Explain your rationale. This segment should include a detailed planning document to include leadership, organizational structure, merger opportunities, the economy, financial wherewithal, etc.  You may use the Learning Team forums to discuss the details of the team projects.  **Write** a report on your team’s assessment of up to 5 pages.  **Submit** the Project Segment 6.  *Note.* The paper does not need to be 5 pages long; content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | VARIES | Guided Project = **2hr.** |
| **Campbell Soup Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 6: Campbell: Is the Soup Still Simmering on p. a-64 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 6.1, 6.2, 6.3 | Case Study = **1.5hr.** |
| **Total** |  |  | **5.5hr.** |

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| Week Seven: Strategic Entrepreneurship | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the challenges of entrepreneurial ventures. | | CLO1 | |
| * 1. Determine how corporate strategies can be applied in the multinational environment. | | CLO1, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 13 of *Strategic Management*. | | 7.1, 7.2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Week 7 Strategic Options**  **Read** the article "QVC parent buying a rival."  QVC and HSN (Home Shopping Network of St. Petersburg Florida) recently announced a merger. Once consummated, the combined company will become the third largest U.S. online and mobile retailer. The assumption is that this merger would allow the new network to better compete against Amazon. The article is a great place to launch your research but perform additional investigation to get a better handle on the situation.  **Pos**t a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers.   * What is the strategic advantage of this merger for QVC and HSN? In your opinion, can this expanded company compete with Amazon in terms of resources, reach, and scope? From a strategic perspective, what might you advise the CEO of the merged companies to do as a first-step in its efforts to compete with Amazon?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least threestudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 7.1 OR 7.2 | Discussion: one post and replies to three other posts = **1 hour** |
| **Project Segment 7**  **Resource:** Group Project Overview  During the final week, **compile** the entire plan, improving the plan based on instructor edits and feedback to ensure consistency, proper grammar, etc.  **Develop** a compiled plan of 22- to 36-pages long. In addition, **create** a slide presentation (drafted clearly and concisely) to accompany the final submission. The number of slides is not specified but should be sufficient to represent a professional presentation to faculty at Gwynedd Mercy University.  You may use the Learning Team forums to discuss the details of the team projects.  **Submit** the research document.  **Post** the project presentation to share with the class. | | COURSE | Guided Project = **3hr.** |
| **Chick-Fil-A Case Study**  **Review** the Case Study Overview.  As you analyze the case study, **follow** the instructions and outline provided in the overview.  **Read** Case 7: Chick-fil-A: Bird of a Different Feather on p. a-75 of the case study section within the textbook.  **Prepare** an effective case analysis of up to 5 pages.  **Submit** your completed case analysis.  *Note:* Paper content that is detailed and provides an appropriate level of analysis and evaluation is more important than paper length. | | 7.1, 7.2 | Case Study = **1hr.** |
| **Total** |  |  | **6.5hr.** |

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 6.5 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 5 |
| Supplemental |  |
| **Week 3** |  |
| Required | 6.5 |
| Supplemental |  |
| **Week 4** |  |
| Required | 5.5 |
| Supplemental |  |
| **Week5** |  |
| Required | 5.5 |
| Supplemental |  |
| **Week 6** |  |
| Required | 6 |
| Supplemental |  |
| **Week 7** |  |
| Required | 6.5 |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 41.5 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 42.5 |