MGMT 672

Planning and Execution of Strategy

Online Course Syllabus

Worldwide 2021-01 January

# Course Information

Credit Hours: 3

Delivery Method: Online (Internet/Canvas)

# Required Course Materials

## Title: Strategic Management

ISBN: 978-1307341812

Authors: Frank T. Rothaermel

Publication Date: 2019

Edition: 4th

**ISBN:** 978-1260141931 (eBook)

**ISBN:** 978-1260723748 (PDF)

[**Note:** This course utilizes a computer-based marketing simulation game - **Marketplace Strategic Management Simulation**. Instructions for purchase are provided in the cour](https://www.marketplace-simulation.com/)se.

The game must be purchased within the first week of class.

# Catalog Course Description

The course emphasizes the value and process of strategic management concepts by examining how each functional area of management is integrated into an organization?s overall competitive advantage. Students are exposed to new subject matter, while being expected to integrate and apply prior learning experiences into the strategic decision making process. Students will enhance their risk taking and problem solving skills through simulations, case studies, real-life activities, and discussion formats. Technology is leveraged to offer an engaging and interactive learning community.

Pre-Requisite: Satisfactory completion of Business and Foundation Course BUSW 500 or permission of the appropriate Department Chair.

None

# Course Goals

This course is designed for students to gain a set of useful risk taking and problem solving analytical skills, tools, and techniques for analyzing a company strategically. Students will develop their ability to integrate ideas, concepts, and theories from multiple functions of business to maximize the position of their organization. This course aims to help students apply learning to various business situations, while taking into consideration, ethics, the global environment, and effective strategic leadership. Upon completion of this course students will have the skills to identify and analyze the issues organizations must face and overcome to achieve sustainable competitive advantages.

# Student Learning Outcomes

Upon completion of this course, the student will be able to:

1. Assess various components of strategy to include vision, value creation, planning and administration, global awareness, stakeholders, leveraging technology, strategic leadership tenets.
2. Assess an organization’s resources and capabilities to determine its competitive positioning.
3. Evaluate the macro environment within the competitive economy.
4. Evaluate how an organization can simultaneously pursue both cost leadership and product differentiation to gain competitive advantage.
5. Assess corporate-level vertical integration strategy to include diversification, mergers, acquisitions, strategic alliances, product diversification, and cost diversification.
6. Evaluate various international strategies for global expansion.
7. Explain strategic alliances, mergers, and acquisitions as they relate to organizations gaining competitive advantage.
8. Evaluate external and internal factors that contribute to an organization optimizing its strengths and opportunities, while minimizing the effects of its weaknesses and threats seeking competitive advantage.

# Grading

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| --- | --- |
| Scale | Grade |
| 90 - 100 | A (Excellent) |
| 80 - 89 | B (Satisfactory) |
| 70 - 79 | C (Passing) |
| Below 70 | F (Failure) |

# Evaluation Items & Weights

Assignments.................................................................... 25%

Discussions .....................................................................25%

Marketplace Strategic Management Simulation ............ 25%

Simulation Research Report Final Paper ....................... 15% Simulation Research Report Visual Presentation .......... 10%

**Total.............................................................................. 100%**

## Assignments

The written assignments in this course may require you to conduct light research and the use of information sources beyond the course material. Remember to consult the grading rubric and assignment text in detail each week. Your writing should reflect graduate-level work, and current APA format when applicable, including citations. Papers must be grammatically sound and free of spelling errors. You are required to submit most of your written assignments in this course through an anti-plagiarism service called Turnitin.

## Discussions

Each module has a threaded discussion activity. Participation in the online discussion forums is mandatory. You should conduct a scholarly dialogue and apply one or more concepts from your readings with original analysis and interpretation. Participation is defined as reading, analyzing, and responding to questions and issues posed by the instructor and your fellow students. For you to receive credit in the online discussions, active and frequent participation throughout the module is a requirement. Initial discussion postings are due generally on the fourth day of the given module at the latest.

Remember to consult the discussion guidelines and grading rubric in the course. It is the expectation for you to respond in a quality manner to at least two of your classmates’ responses. Discussion participation may require light research, using online resources, and include attaching written work to enhance online discussions.

## Marketplace Strategic Management Simulation

The Marketplace Strategic Management Simulation consists of required weekly activities on the Strategic Management website. The game provides you the opportunity to apply the concepts you will learn in the modules. The course contains detailed information on the simulation.

## Simulation Research Report

This course requires you to prepare a research report on the simulation game that is due by the end of Module 9. The nature of the class is on Strategic Management as it applies to the simulation game. The paper should have 10-20 pages of content and be prepared using the current APA format. Writing should show college-level work. Do not forget the basics; spelling, grammar, and format.

# Additional Information

## APA Format

Go to the [**APA website**](https://www.apastyle.org/manual/index.aspx) for additional information about the American Psychological Association Publication Manual.

## Library

Embry-Riddle Aeronautical University has one of the most complete library collections of aviation-related resources in the world. The Hunt Library is the library for all Worldwide students regardless of location. For help finding resources for your assignment, project, or topic, or to learn more about the library services available to you, please contact our librarians using the following information:

[**Hunt Library Worldwide: Information, Services, Help**](http://huntlibrary.erau.edu/)

[**Library Basic Training**](http://huntlibrary.erau.edu/help/library-basic-training)

[**Ask-a-Librarian**](http://huntlibrary.erau.edu/help/ask-a-librarian)

[**Library Hours**](http://huntlibrary.erau.edu/about/hours)

Contact Information

Email: **library@erau.edu**

# Course Policies

## Academic Integrity

Embry-Riddle is committed to maintaining and upholding intellectual integrity. All students, faculty, and staff have obligations to prevent violations of academic integrity and take corrective action when they occur. The adjudication process will involve imposing sanctions which may include, but are not limited to, a failing grade on the assignment, a failing grade in a course, suspension, or dismissal from the University, upon students who commit the following academic violations:

1. Plagiarism: Presenting the ideas, words, or products of another as one’s own. Plagiarism includes use of any source to complete academic assignments without proper acknowledgment of the source. Reuse or resubmission of a student’s own coursework if previously used or submitted in another course, is considered self-plagiarism, and is also not allowed under University policy.
2. Cheating: A broad term that includes, but is not limited to, the following:
   1. Giving or receiving help from unauthorized persons or materials during examinations.
   2. The unauthorized communication of examination questions prior to, during, or following administration of the examination.
   3. Collaboration on examinations or assignments expected to be, or presented as, individual work.
   4. Fraud and deceit, that include knowingly furnishing false or misleading information or failing to furnish appropriate information when requested, such as when applying for admission to the University.

**Note**: The Instructor reserves the right to use any form of digital method for checking plagiarism. Several electronic systems are available and other methods may be used at the Instructor’s discretion.

## Online Learning

This course is offered through Embry-Riddle Online (Canvas) and runs nine (9) weeks. The first week begins the first day of the term and ends at midnight EDT/EST (as applicable) seven days later. Please note that all assignments, unless otherwise indicated, are due by 11:59p.m. EDT/EST on the date shown. Success in this course requires in-depth study of each module as assigned, timely completion of assignments, and regular participation in forum discussions.

Late work should be the exception and not the rule and may be downgraded at the discretion of the Instructor, if accepted at all. Unless all work is submitted, the student could receive a failing grade for the course. Extensions may be granted for extenuating circumstances at the discretion of the Instructor and only for the length of time the Instructor deems appropriate. The most important element of success in an online course is to communicate with your Instructor throughout the term.

Conventions of “online etiquette,” which include courtesy to all users, will be observed. Students should use the Send Message function in Canvas for private messages to the Instructor and other students. The class discussion forums are for public messages.

It is highly recommended that students keep electronic copies of all materials submitted as assignments, discussion posts and emails, until after the end of the term and a final grade is received. When posting responses in a discussion forum, please confirm that the responses have actually been posted after you submit them.

# Course Schedule

Module 1 What is Strategy?

1.1 Introductions and Hellos!

1.2 Readings and Resources

1.3 Discussion: What is Strategy?

1.4 Marketplace, Strategic Management Simulation: Introduction

1.5 Reflection Assignment: First Impressions

Module 2 Strategic Leadership and Managing the Strategy for a Competitive

Advantage

2.1 Readings and Resources

2.2 Discussion: Angel Networks and Promoting Innovation Within an

Organization

2.3 Simulation Research Report: Vision Statement, Mission Statement, &

Core Values

2.4 Marketplace, Strategic Management Simulation: Quarter 1

2.5 Simulation Discussion

Module 3 Globalization and Global Strategy

3.1 Readings and Resources

3.2 Discussion: Competing Around the World

3.3 Case Study Assignment: Flipkart vs. Amazon in India – Who’s Winning?

3.4 Marketplace, Strategic Management Simulation: Quarter 2

3.5 Simulation Discussion

Module 4 Internal Analysis: Resources, Capabilities, and Core Competencies

4.1 Readings and Resources

4.2 Discussion: Identifying and Using Corporate Competencies to Distinguish Yourself from Competitors

4.3 Simulation Research Report: SWOT Analysis

4.4 Marketplace, Strategic Management Simulation: Quarter 3

4.5 Simulation Discussion

Module 5 External Analysis for Competitive Advantage

5.1 Readings and Resources

5.2 Discussion: External Environment: Airbnb

5.3 Case Study Assignment: Dynamic Capabilities at IBM

5.4 Marketplace, Strategic Management Simulation: Quarter 4

5.5 Simulation Discussion

Module 6 Business Level Strategy: Innovation and Entrepreneurship

6.1 Readings and Resources

6.2 Discussion: Business Level Strategy

6.3 Case Study Assignment: Business Model Innovation: How Dollar Shave Club Disrupted Gillette

6.4 Marketplace, Strategic Management Simulation: Quarter 5

6.5 Simulation Discussion

Module 7 Corporate Level Strategy: Integration, Diversification, Alliances, and

Mergers

7.1 Readings and Resources

7.2 Discussion: M&A: What, When, and Who?

7.3 Simulation Research Report: Analysis of Simulation Company's Business, Corporate and Global Strategies

7.4 Marketplace, Strategic Management Simulation: Quarter 6

7.5 Simulation Discussion

Module 8 Ethics, Culture, and Corporate Governance

8.1 Readings and Resources

8.2 Discussion: Ethics and Legal Compliance

8.3 Case Study Assignment: HP’s Boardroom Drama and Divorce

8.4 Simulation Game Research Report: Strategy Analysis

Module 9 Change, Transitions, and Adaptability Strategy, Bringing Real-Life

Experiences into MGMT 672

9.1 Simulation Research Report: Visual Presentation

9.2 Simulation Research Report: Final Paper

9.3 Discussion: Current Management Issue

9.4 Discussion: Simulation Reflections via Video

**Do not submit documents send them to me via email and I will upload them. Answer all Discussion/responses in canvas**