

# Syllabus

## **MGMT-522:** Business Strategy and Policy

### **Course Description**

This course contextualizes the functions of business within a framework of strategic management that considers the direction and goals of an enterprise; social, political, technological, economic, and global factors; industry and market structures; and organizational strengths and weaknesses. Emphasis is placed on the critical analysis of businesses from a general management perspective and the consideration of cultural and ethnicity differences as means for creating value and ensuring sustainable organizational success. Students will develop and evaluate a virtuous business framework that is tailored for specific industry and organization situations.

Credit Hours: 3

Prerequisite Courses: None

### **Course Outcomes**

Upon successful completion of this course, students should be able to:

1. Integrate the functions of business into a framework of strategic management that is responsive to the external environment.
  2. Formulate a strategic plan framework that responds to a variety of factors and influences in the business environment.
  3. Apply critical thinking from a business strategy perspective to inform decision-making.
  4. Create a virtuous business framework tailored for a specific industry or organization.
  5. Choose an appropriate communication approach to recommend a business strategy.
  6. Defend culture and ethnicity differences as a means of ensuring sustainable organizational success.
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## Course Topics

- What is competitive advantage?
- Mission, vision, values
- The AFI framework
- Strategic management process
- Stakeholders and competitive advantage
- PESTEL Framework
- Five-Forces Model
- Entry choices and industry dynamics
- Strategic groups
- Core competencies
- Dynamic capabilities
- Value chain
- Competitive advantage and firm performance
- Business models-putting strategy into action
- Business-level strategy: How to compete for advantage
- Differentiation strategy: Understanding value drivers
- Cost-leadership strategy: understanding cost drivers
- Business-level strategy and the Five-Forces: Benefits and risks
- Blue Ocean Strategy: Combining Differentiation and cost leadership
- Innovation process
- Strategic and social entrepreneurship
- Innovation and the industry lifecycle
- Types of innovation
- Pipeline strategy
- Corporate strategy
- Boundaries of a firm: Make or buy
- Vertical integration
- Corporate diversification
- How firms achieve growth
- Strategic alliances
- Mergers and acquisitions
- What is globalization?
- Going Global: Why?
- Going Global: Where and How?
- The integration-responsiveness framework
- National competitive advantage
- Organizational design and competitive advantage
- Strategy and structure
- Organizing for innovation
- Organizational culture: Values, norms, and artifacts
- Strategic control-and-reward systems

- The Shared Value Creation Framework
- Corporate governance
- Strategy and business ethics

## Course Resources

Rothaermel, F. T. (2019). *Strategic management: Concepts and cases* (4th ed.). New York, NY: McGraw-Hill Irwin.

CAPSIM Capstone Business Simulation

## IWU Diversity Statement

IWU, in covenant with God's reconciling work and in accordance with the Biblical principles of our historic Wesleyan tradition, commits to build a community that reflects Kingdom diversity.

We will foster an intentional environment for living, teaching, and learning, which exhibits honor, respect, and dignity. Acknowledging visible or invisible differences, our community authentically values each member's earthly and eternal worth. We refute ignorance and isolation and embrace deliberate and courageous engagement that exhibits Christ's commandment to love all humankind. (2016)

## Grading Scale

Grade	Quality Points Per Credit	Percentage	Score
<b>A</b>	4.0	95%–100%	950–1000
<b>A-</b>	3.7	92%–94.9%	920–949
<b>B+</b>	3.3	89%–91.9%	890–919

Grade	Quality Points Per Credit	Percentage	Score
<b>B</b>	3.0	85%–88.9%	850–889
<b>B-</b>	2.7	82%–84.9%	820–849
<b>C+</b>	2.3	79%–81.9%	790–819
<b>C</b>	2.0	75%–78.9%	750–789
<b>C-</b>	1.7	72%–74.9%	720–749
<b>D+</b>	1.3	69%–71.9%	690–719
<b>D</b>	1.0	65%–68.9%	650–689
<b>F</b>	0.0	0%–64.9%	0–649

**Note:** In graduate level courses, a grade of C- or below will require the course to be repeated.

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## Grading Policies

Your grading policy for your course is dependent on your school and program. Your grading policies can be found in the [IWU Catalog](#).

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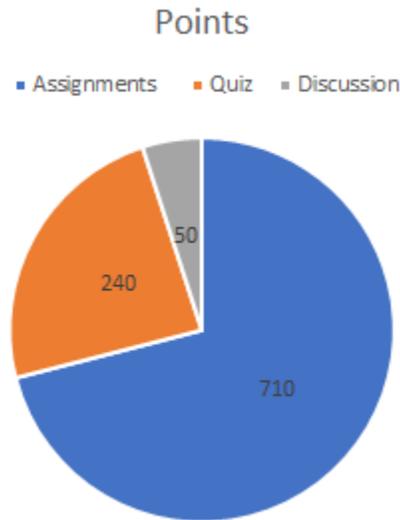
## Letter Grade Equivalencies

Grade	Quality Points Per Credit
<b>A</b>	Clearly stands out as excellent performance. Has unusually sharp insights into material and initiates thoughtful questions. Sees many sides of an issue. Articulates well and writes logically and clearly. Integrates ideas previously learned from this and other disciplines. Anticipates next steps in progression of ideas. Example "A" work should be of such nature that it could be put on reserve for all cohort members to review and emulate. The "A" cohort member is, in fact, an example for others to follow.
<b>B</b>	Demonstrates a solid comprehension of the subject matter and always accomplishes all course requirements. Serves as an active participant and listener. Communicates orally and in writing at an acceptable level for the degree program. Work shows intuition and creativity. Example "B" work indicates good quality of performance and is given in recognition for solid work; a "B" should be considered a good grade and awarded to those who submit assignments of quality less than the exemplary work described above.
<b>C</b>	Quality and quantity of work in and out of class is average. Has marginal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at least minimally.
<b>D</b>	Quality and quantity of work is below average. Has minimal comprehension, communication skills, or initiative. Requirements of the assignments are addressed at below acceptable levels.
<b>F</b>	Quality and quantity of work is unacceptable and does not qualify the student to progress to a more advanced level of work.

**Note:** In graduate level courses, a grade of C- or below will require the course to be repeated.

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## Grade Summary



## Workshop Outlines

### Workshop One Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of vision to organizations and individuals.
- Prepare for the Capstone Project.
- Prepare for the CAPSIM Business Simulation.
- Understand how firms gain and sustain a competitive advantage.
- Demonstrate understanding of the strategic management process.
- Understand the purpose and benefits of business strategy diagnostic models.
- Explain why a strategy used in the simulation practice rounds either worked or did not work.

### Workshop One Outline

Title	Due Dates	Time	Points
<b>1.1 Exercise: Vision Devotion</b>	Due by the last day of the workshop.	30 minutes	0
<b>1.2 Assignment: Preparing for the</b>	Due by the last day of the workshop.	1 hour	10

Title	Due Dates	Time	Points
<b>Capstone Project and CAPSIM Business Simulation</b>			
<b>1.3 Quiz: Read &amp; Study</b>	Due by the last day of the workshop.	6 hours	60
<b>1.4 Assignment: CAPSIM Business Simulation Practice Rounds</b>	Due by the last day of the workshop.	4 hours	40
<b>Totals</b>		<b>11.5 hours*</b>	<b>110</b>

\*These times are only estimates. Actual completion times will vary.

## Workshop Two Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of working collaboratively to individuals and corporate leaders.
- Identify the purpose and benefits of analyzing the internal resources of the firm.
- Relate the appropriate method to calculate firm performance.
- Identify how to use differentiation, cost leadership, and Blue Oceans strategies to gain and sustain a competitive advantage.
- Relate the activities of the CAPSIM Business Simulation project to valuable workplace skills.
- Complete competitive rounds of the CAPSIM Business Simulation.
- Choose a publicly traded U.S. company to analyze.
- Create a plan for a company or industry in response to an environmental situation.
- Install and configure Kaltura Personal Capture for future video recording.
- Relate background and experience to the Board of Directors to build rapport in preparation of the Capstone Project presentation.

## Workshop Two Outline

Title	Due Dates	Time	Points
<b>2.1 Exercise: Collaboration Devotion</b>	Due by the last day of the workshop.	30 minutes	0
<b>2.2 Quiz: Read &amp; Study</b>	Due by the last day of the workshop.	6 hours	60
<b>2.3 Assignment: Preparing for the CAPSIM Business Simulation</b>	Due by the last day of the workshop.	2 hours	25
<b>2.4 Assignment: CAPSIM Business Simulation Competitive Rounds 1-3</b>	Due by the last day of the workshop.	4 hours	40
<b>2.5 Exercise: Capstone Project Company Selection</b>	Due by the last day of the workshop.	30 minutes	0
<b>2.6 Assignment: Install and configure Kaltura Personal Capture</b>	Due by the last day of the workshop.	5 hours	25
<b>Totals</b>		<b>18 hours*</b>	<b>150</b>

\*These times are only estimates. Actual completion times will vary.

## Workshop Three Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of planning for individuals and corporations.
- Define how innovation and entrepreneurship add value to the firm.
- Recall the concepts of vertical integration and diversification.
- Explain why a strategy used in the competition practice rounds either worked or did not work.
- Create a plan for a company or industry in response to an environmental situation.

## Workshop Three Outline

Title	Due Dates	Time	Points
<b>3.1 Exercise: Planning Devotion</b>	Due by the last day of the workshop.	30 minutes	0
<b>3.2 Quiz: Read &amp; Study</b>	Due by the last day of the workshop.	5 hours	40
<b>3.3 Discussion: CAPSIM Simulation Project Strategy (Part A)</b>	Due by the last day of the workshop.	2 hours	25
<b>3.4 Assignment: Business Simulation Competitive Rounds 4, 5, 6</b>	Due by the last day of the workshop.	5 hours	40
<b>3.5 Assignment: Capstone Project: Part 1 Assessment</b>	Due by the last day of the workshop.	4 hours	40
<b>Totals</b>		<b>16.5 hours*</b>	<b>145</b>

\*These times are only estimates. Actual completion times will vary.

## Workshop Four Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of ethics for individuals and corporations.
- Recall how strategic alliances, mergers, and acquisitions add value to the firm.
- Relate particular global strategies to the facts of a situation.
- Complete competitive rounds of the CAPSIM Business Simulation.
- Explain why a strategy used in the competition practice rounds either worked or did not work.
- Create a plan for a company or industry in response to an environmental situation.

## Workshop Four Outline

Title	Due Dates	Time	Points
<b>4.1 Exercise: Ethics Devotion</b>	Due by the last day of the workshop.	30 minutes	0
<b>4.2 Quiz: Read &amp; Study</b>	Due by the last day of the workshop.	5 hours	40
<b>4.3 Assignment: Business Simulation Competitive Rounds 7 &amp; 8</b>	Due by the last day of the workshop.	5 hours	40
<b>4.4 Discussion: CAPSIM Simulation Project Strategy (Part B)</b>	Due by the last day of the workshop.	2 hours	25
<b>4.5 Assignment: Capstone Project Part 2 Formulation</b>	Due by the last day of the workshop.	5 hours	50
<b>Totals</b>		<b>17.5 hours*</b>	<b>155</b>

\*These times are only estimates. Actual completion times will vary.

## Workshop Five Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of innovation to individuals and organizations.
- Identify how organizational design, structure, culture, and control mechanisms add value to the firm.
- Recall the function and benefits of corporate governance and business ethics.
- Explain the reasoning behind your three best decisions and the impact they had on the overall performance of the company.
- Explain the reasoning behind your three worst decisions and the impact they had on the overall performance of the company.
- Create a plan for a company or industry in response to an environmental situation.

## Workshop Five Outline

Title	Due Dates	Time	Points
<b>5.1 Exercise: Innovation Devotion</b>	Due by the last day of the workshop.	30 minutes	0
<b>5.2 Quiz: Read &amp; Study</b>	Due by the last day of the workshop.	5 hours	40
<b>5.3 Assignment: Business Simulation Final Report to CEO</b>	Due by the last day of the workshop.	8 hours	100
<b>5.4 Assignment: Capstone Project Part 3 Implementation</b>	Due by the last day of the workshop.	5 hours	50
<b>5.5 Assignment: Capstone Project</b>	Due by the last day of the workshop.	3 hours	25
<b>Totals</b>		<b>21.5 hours*</b>	<b>215</b>

\*These times are only estimates. Actual completion times will vary.

## Workshop Six Outcomes

Upon successful completion of this workshop, students will be able to:

- Evaluate the importance of relationships (alliances) to individuals and organizations.
- Create a plan for a company or industry in response to an environmental situation.
- Evaluate understanding of the content learned throughout the MBA program.

## Workshop Six Outline

Title	Due Dates	Time	Points
<b>6.1 Exercise: Alliances Devotion</b>	Due by the last day of the workshop.	30 minutes	0

Title	Due Dates	Time	Points
<b>6.2 Assignment: Capstone Project Presentation</b>	Due by the last day of the workshop.	8 hours	125
<b>6.3 Assignment: Reflection Paper</b>	Due by the last day of the workshop.	4 hours	50
<b>6.4 Exam: Outbound Peregrine Exam</b>	Due by the last day of the workshop.	5 hours	50
<b>End of Course Survey</b>	Due by the last day of the workshop.	30 minutes	10 Extra Credit
<b>Totals</b>		<b>18 hours*</b>	<b>225</b>

\*These times are only estimates. Actual completion times will vary.

## Outline Totals

Total Time	Total Points
<b>103 hours*</b>	<b>1000</b>

\* These timings are based on estimations of average times to complete each activity. Actual activity completion times will vary.

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## Alternative Assignment Policy

Students with a documented disability may request accommodations for an alternative assignment(s) for course activities (Examples: video assignments, etc.). It is the student's responsibility to submit the form received from the Disability Services Office indicating his/her specific accommodation to the instructor prior to the start of each course.

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# Expectations, Policies, and Important Student Information

School/Division	
DeVoe School of Business	
Division of Liberal Arts	<a href="#">View School/Division Expectations</a>
School of Services and Leadership	
School of Educational Leadership	<a href="#">View School/Division Expectations</a>
Wesley Seminary @ IWU	<a href="#">View School/Division Expectations</a>
Nursing - Undergraduate	<a href="#">View School/Division Expectations</a>
Nursing - Graduate	<a href="#">View School/Division Expectations</a>

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