Undergraduate Course Syllabus

Course Information
Course Title: MGT 4850 - Business Strategy (capstone)
Course Number:
Term and Year: Spring 2018
Credit Hour: 4
Course Format: Online; NU Online Login URL: https://nuonline.neu.edu
Course Prerequisite: 90 SH, Management or Finance and Accounting major.

Teaching Instructor Information
Name: Duane Lefevre
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Office Hours: Email to schedule an appointment.

Lead Faculty Information
Name: Francesca Grippa
Email: f.grippa@neu.edu
Phone: 617-470-2046
Email to schedule an appointment.
As Lead Faculty, Dr. Grippa is responsible for course content and design, ensuring consistency across sections. You will interact on a weekly basis with your teaching instructor, who is your main point of reference for questions regarding grading, feedback and day-to-day issues.

Course Description
This course examines how companies in different industries choose goals and strategically position themselves in the business environment. It examines the total management process from planning to execution and offers students an opportunity to critically reflect about issues including long-term planning, corporate social responsibility, diversification, and building dynamic capabilities through the application of strategic frameworks. As a capstone course, it relies and combines skills from several business disciplines: marketing, finance and accounting, organizational behavior, operations, and management information systems.

Expectations
- This is a four-credit course, thus you should expect 3.5 hours a week of classroom, faculty instruction or discussions and a minimum of 8 hours of out of class student work.
- Participation from each student is critical to the success of this course. Therefore, class attendance and participation to class discussion are mandatory. Any student missing more than two weeks without a valid excuse will receive deduction of one full letter grade.
- Your instructor will try to respond to your emails within 24 hours. Face to face meetings or phone calls can be scheduled via email.
Course Materials

- Selected cases available on the Harvard Business Publishing site at a discounted price. You instructor will send you the link to the Coursepack.
  1. Governance and Sustainability at NIKE (A), by Lynn S. Paine; Nien-he Hsieh; Lara Adamsons, Product #: 313146-PDF-ENG
  2. Tesla Motors, by Eric Van Den Steen, Product #: 714413-PDF-ENG
- Purchase the GLO-BUS business simulation online from Globus at http://www.GLO-BUS.com. The teaching instructor will send you the access code once the teams are formed (usually during week 2).

Student Learning Outcomes
Based on satisfactory completion of this course, a student should be able to:

- Apply analytical frameworks and techniques to diagnose the firm’s competitive position and core competencies, assess alternative plans of action, and predict the consequences of specific decision options.
- Explain the role of mission, vision and values in formulating and implementing a successful strategy.
- Use industry analysis models to explain why in some industries competition is more intense and profitability lower than in other industries.
- Apply competitor analysis models to predict the competitive moves of rivals, and segment an industry into its markets to assess the relative attractiveness of different segments.
- Conduct a resource and capability analysis to formulate strategies that exploit internal strengths and defend against internal weaknesses.
- Explain, differentiate and apply the five generic competitive strategies to reach competitive advantage and strengthen a company’s competitive position.
- Enhance the ability to communicate concisely and persuasively both orally and in writing.

Course Methodology
All written assignments must be submitted using the View/Complete Assignment link that appears beneath the instructions for each weekly assignment in the Assignments section. They are due no later than 11:59 pm EST, on the day that is stated in the assignments section.

Turnitin is used for written assignments. Turnitin compares your electronic submissions to Internet sources and a database of archived sources. Turnitin is a tool to help you learn how to cite your sources properly, which is critical for academic success. Turnitin automatically detects plagiarism and prepares a report for the instructor that flags content copied directly from other sources and indicates the original source.

Plagiarism is a violation of the Academic Integrity Policy and “unintentional plagiarism” is not a valid excuse. Turnitin provides some suggestions on writing structure and style. Turnitin allows you to submit your paper in advance and see the report. You can make changes based on the feedback found on the report and resubmit your paper prior to the final submission deadline. This allows you to use Turnitin as a tool to improve your writing and citation skills.

Please note that students may NOT use/reuse or “recycle” a paper or project submitted in another class for any assignment in this course. This includes students who may be retaking this same course for a different grade. Students who want to rework a similar topic from another course, and do so in a substantially different way,
should consult with the instructor prior to moving forward with a topic/project. Please review Northeastern University’s Academic Integrity Policy at the end of this syllabus and visit the University’s website for more information.

Go to [http://www.northeastern.edu/osccr/academic-integrity-policy/](http://www.northeastern.edu/osccr/academic-integrity-policy/) to access the full academic integrity policy.

**Online Participation/Discussion Board**

Informed and active participation is an essential part of this class, as learning opportunities are maximized when you are actively engaged in the discussion. Active participation implies that you carefully read the comments posted by classmates and contribute with posts that inspire additional, relevant discussion.

Your posts to the questions on the discussion forum should approximately be 1000-1200 words and demonstrate an understanding of and ability to apply the relevant course material, and critical thinking. Your primary post is due by Thursday, unless differently communicated by the instructor. Two primary posts responding to other students’ posts are required before week’s end (Sunday). The responses to students’ post may challenge, expand upon or provide comments that have breadth and depth.

Please also use exhibits and charts as necessary to support your answers. Your comments on the answers of colleagues can be short, up to 200 words.

The grading criteria of **on-line discussions** are presented as follows:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>First contribution of appropriate length before deadline</td>
<td>10</td>
</tr>
<tr>
<td>At least 2 responses to other posts before week’s end</td>
<td>20</td>
</tr>
<tr>
<td>Posts encourage additional, relevant discussion</td>
<td>30</td>
</tr>
<tr>
<td>Thoughts are expressed clearly and reasoning is consistent and logical</td>
<td>10</td>
</tr>
<tr>
<td>Posts reflect reading assignments and some outside research</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Grading/Evaluation Standards**

In this course the assignments are based on a total point of 100. The following table describes the letter grade equivalence.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>100 Point Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94 – 100</td>
<td>This grade is awarded for work whose quality is at an <strong>exceptionally</strong> high level for an undergraduate student.</td>
</tr>
<tr>
<td>A–</td>
<td>90 – 93</td>
<td>This grade indicates <strong>high</strong> but not exceptional level of quality.</td>
</tr>
<tr>
<td>B+</td>
<td>87 – 89</td>
<td>This grade indicates quality which is slightly above the <strong>expected</strong> level.</td>
</tr>
<tr>
<td>B</td>
<td>83 – 86</td>
<td>This grade is awarded for work whose quality is at the <strong>expected</strong> level.</td>
</tr>
<tr>
<td>B–</td>
<td>80 – 82</td>
<td>This grade indicates quality which is slightly below the <strong>expected</strong> level.</td>
</tr>
<tr>
<td>C +</td>
<td>77 – 79</td>
<td>This grade indicates quality which is slightly above <strong>fair</strong>.</td>
</tr>
<tr>
<td>C</td>
<td>74 – 76</td>
<td>This grade is awarded for work whose quality is <strong>fair</strong>, but still <strong>below</strong> the expected level for an undergraduate student.</td>
</tr>
<tr>
<td>C–</td>
<td>71 – 73</td>
<td>This grade indicates quality which is slightly <strong>below</strong> fair.</td>
</tr>
<tr>
<td>D+</td>
<td>68 - 70</td>
<td>This grade indicates a <strong>slightly poor</strong> achievement</td>
</tr>
<tr>
<td>D</td>
<td>64 - 67</td>
<td>This grade indicates a <strong>poor</strong> achievement</td>
</tr>
</tbody>
</table>
This grade indicates a very poor achievement.

F 59 or Under  This grade is awarded for work whose quality is at a failing level.

Grade Breakdown
The final grade is calculated as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Weights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation/Discussion</td>
<td>25 %</td>
</tr>
<tr>
<td>Final Exam</td>
<td>10 %</td>
</tr>
<tr>
<td>Written Case Analyses</td>
<td>22 %</td>
</tr>
<tr>
<td>Draft Case Study Governance And Sustainability At Nike</td>
<td>3 %</td>
</tr>
<tr>
<td>Non-Credit Quizzes</td>
<td>0 %</td>
</tr>
<tr>
<td>Simulation Exercise</td>
<td>30 %</td>
</tr>
<tr>
<td>• Company Performance against five simulation business metrics</td>
<td></td>
</tr>
<tr>
<td>• Versus business targets</td>
<td>35%</td>
</tr>
<tr>
<td>• Versus class</td>
<td>10%</td>
</tr>
<tr>
<td>• Quiz 1 and Quiz 2</td>
<td>5%</td>
</tr>
<tr>
<td>• Team Glo-Bus Final Presentation</td>
<td>40%</td>
</tr>
<tr>
<td>• Grade from Teammates</td>
<td>5 %</td>
</tr>
<tr>
<td>• Individual Journals</td>
<td>5 %</td>
</tr>
<tr>
<td>Final Individual Paper</td>
<td>10 %</td>
</tr>
<tr>
<td>Business Program Assessment Test (bonus points)*</td>
<td>0 %</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

*The Business Program Assessment Test contains 100 multiple-choice questions designed to measure a student’s subject knowledge and the ability to apply facts, concepts, theories and analytical methods. You won’t be graded on the results of this test, though extra credit can be offered as a result of good scores.

Written Case Analyses
Throughout the course you will read and analyze 2 case studies. The written case analyses will be submitted as a Turnitin assignment. Write-ups should not exceed 5 pages (approx. 1500 words). Please also use exhibits and charts as necessary to support your analysis. The following table describes the case study grading rubric.

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accurate identification of problems/issues in the case</td>
<td>10</td>
</tr>
<tr>
<td>Correct application of relevant strategic models (e.g. PESTEL, Five Forces Model, SWOT analysis)</td>
<td>20</td>
</tr>
<tr>
<td>In-depth analysis and evaluation of the problems (rather than simply repeating facts)</td>
<td>25</td>
</tr>
<tr>
<td>Action plans and recommendations that demonstrate evidence based decision making</td>
<td>25</td>
</tr>
<tr>
<td>Evaluation of consequences and critical reflection upon alternative plans of action</td>
<td>10</td>
</tr>
<tr>
<td>Use of appropriate format, grammar and style, and inclusion of quoted material to support conclusions or arguments</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>
Final Exam
The Final exam consists of questions that are similar to the ones included in the weekly non-credit quizzes. They cover the concepts discussed in the textbook.

Non-Credit Quizzes
Non-credit quizzes will be used to reinforce weekly concepts and should be taken by the end of each week. They cover the concepts from the textbook. They do not cover GLO-BUS related concepts. These quizzes give you the opportunity to test your knowledge of the material through questions that are structurally similar to the questions you’ll find on the mid-term and final exams.

GLO-BUS Simulation
As part of the course you will participate in a “Total Enterprise Simulation” called GLO-BUS. You will work in teams and will manage a virtual company competing in the global marketplace. You will be assigned to these teams at the beginning of the course. The simulation is run by an external vendor, GLO-BUS, and there is a small fee to participate. GLO-BUS is an online, PC-based exercise where you run a digital camera company in competition against companies run by your class members.

Your instructor will provide you with the Access Code once the teams are formed.

To complete the registration, you will need either a credit card or the Prepaid Access Code on the card that was shrink-wrapped with your copy of the text and the company registration code provided by the instructor. The only technical requirements are a computer and an Internet connection.

GLO-BUS Simulation Related Activities
Team Charter
Each team will develop a team charter that includes:
1. Team’s mission statement (Why does the team exist?)
2. Team’s vision statement (What will be the team’s one BIG GLO-BUS simulation accomplishment?)
3. SWOT analysis of the team’s capabilities to succeed in the GLO-BUS simulation
4. Team’s guidelines (team rules) including its decision-making protocol
5. The most critical tasks that the team has to complete and which team members are responsible and accountable for the completion of each of those tasks.

Personal Journals
You will submit a personal journal that briefly describes what you think your team’s company should do for the next week of the GLO-BUS simulation. The goal is to candidly assess your company so that your team meetings can be efficient and effective. Your personal journal should demonstrate that you spent significant time thinking about your company’s situation.

The following elements are an example of what to consider for inclusion in your journal entry:
- Your assessment for why your company’s performance stands where it does in relationship to the performance of the other companies.
- Your company’s desired results for the week you are journaling about. You could discuss the strategy that is most responsible for those results; your opinion on the reasons why this strategy is achieving these desired results; or issues that in the near future may require the company’s attention to sustain or improve your company’s performance.
- If your team’s strategies are not achieving the desired results, briefly state and list your company’s desired results.
Peer Review
Each team will evaluate each team member’s contributions and performance during the simulation by responding to two surveys in GLO-BUS during the GLO-BUS simulation.

The grade for the Team GLO-BUS Final Presentation is adjustable based on students’ contribution to the team’s effort as measured by the Peer Review.

Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic</th>
<th>Reading</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| 1    | 1/8 – 1/14 | • Recognizing the importance of strategy  
• Introduction to GLO-BUS Simulation | Chapter 1 | • GLO-BUS Simulation Presentation  
• Discussion on Starbucks Strategy (Assurance of Learning Exercise)  
• Non Credit Online Quiz |
| 2    | 1/15 – 1/21 | • Developing a Mission, Vision and Goals | • Chapter 2  
• Guide to Case Analysis CA1 | • Review and Discuss three Mission Statements  
• Register on GLO-BUS in assigned teams  
• Read GLO-BUS Participant’s guide  
• Read Guide to Case Analysis CA1  
• Non Credit Online Quiz |
| 3    | 1/22 – 1/28 | • Analyzing the External environment  
• Porter 5 Forces Model | Chapter 3 | • DISCUSSION on application of PESTEL analysis  
• Submit Team Charter on Blackboard  
• Complete GLO-BUS Practice year 6 by Sunday 11:59 PM ET  
• Non Credit Online Quiz |
| 4    | 1/29 – 2/4 | • Analyzing the Internal environment  
• Value Chain | Chapter 4 | • DISCUSSION on Glo-Bus Internal Analysis  
• Complete GLO-BUS Practice year 7 by Sunday 11:59 PM ET  
• Submit Individual GLO-BUS Journal  
• Non Credit Online Quiz |
| 5    | 2/5 – 2/11 | • Selecting Generic Business Strategies | Chapter 5 | • Discussion on Strategy in the Digital Camera Industry  
• Complete GLO-BUS year 6 by Sunday 11:59 PM ET  
• Non Credit Online Quiz |
| 6    | 2/12 – 2/18 | Review of Glo-Bus and Business Program Assessment test | Review Course Material | • Online Discussion on Best Buy strategy and Review of Glo-Bus  
• Globus simulation plan questionnaire  
• Business Program Assessment Test (bonus points)  
• Business Program Assessment Test (bonus points) |
| 7    | 2/19 – 2/25 | • Planning Strategic Moves | Chapter 6 | • Discussion on Offensive and Defensive Strategic Moves  
• Submit Individual GLO-BUS Journal  
• Complete GLO-BUS year 7  
• GLO-BUS ON-LINE QUIZ 1 by Sunday 11:59 PM ET  
• Non Credit Online Quiz |
| 8    | 2/26 – 3/4 | • Developing International Strategies | Chapter 7 | • Discussion on International Strategy in the Digital Camera Industry  
• Submit Individual GLO-BUS Journal |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date Range</th>
<th>Tasks</th>
</tr>
</thead>
</table>
| 9    | 3/12 - 3/18 | - Shaping Corporate Social Responsibility  
- Making ethical managerial decisions  
- Chapter 9 Discussion on Recent Ethics Scandals (conditions leading to scandals and costs of those behaviors)  
- Submit Draft Case Analysis on GOVERNANCE AND SUSTAINABILITY AT NIKE (A)  
- Submit Individual GLO-BUS Journal  
- Complete GLO-BUS year 8 by Sunday 11:59 PM ET  
- Non Credit Online Quiz |
| 10   | 3/19 – 3/25 | - Creating value through Diversification  
- Chapter 8 Discussion on Diversification Strategies  
- Submit Individual GLO-BUS Journal  
- Complete GLO-BUS year 9 by Sunday 11:59 PM ET  
- Non Credit Online Quiz |
| 11   | 3/26 - 4/1  | - Managing Resources and Capabilities  
- Chapter 10 Discussion on Resources and Capabilities (Assurance of Learning Exercise)  
- Submit Individual GLO-BUS Journal  
- Complete GLO-BUS year 10 by Sunday 11:59 PM ET  
- Non Credit Online Quiz  
- Submit FINAL VERSION Case Analysis on GOVERNANCE AND SUSTAINABILITY AT NIKE (A) |
| 12   | 4/2 - 4/8   | - Managing Internal Operations  
- Chapter 11 Discussion on Six Sigma  
- Submit Individual GLO-BUS Journal  
- Complete GLO-BUS year 11 by Sunday 11:59 PM ET  
- Non Credit Online Quiz  
- Submit Case Analysis on TESLA MOTORS |
| 13   | 4/9 - 4/15  | - Corporate Culture and Leadership  
- Chapter 12 Discussion on Corporate Culture  
- Individual Simulation Paper - due by Sunday 11:59 PM ET  
- Non Credit Online Quiz |
| 14   | 4/16 – 4/22 | - GLO-BUS Final Paper Preparation  
- Review GLO-BUS Reports and textbook chapters  
- GLO-BUS team peer review  
- GLO-BUS team presentation |
| 15   | 4/23 - 4/28 | - Final Exam  
- Review Material for Final Exam  
- Final exam (Chapters 6-12) |

Note:  
- **Red** refers to GLO-BUS Simulation  
- **Black** refers to Textbook readings, Lecture Notes, Quizzes and Exams  
- **Blue** refers to Discussion, Case Analysis and Class Activities
End-of-Course Evaluation Surveys
Your feedback regarding your educational experience in this class is very important to the College of Professional Studies. Your comments will make a difference in the future planning and presentation of our curriculum.

At the end of this course, please take the time to complete the evaluation survey at https://neu.evaluationkit.com. Your survey responses are completely anonymous and confidential. For courses 6 weeks in length or shorter, surveys will be open one week prior to the end of the courses; for courses greater than 6 weeks in length, surveys will be open for two weeks. An email will be sent to your HuskyMail account notifying you when surveys are available.

Academic Integrity
A commitment to the principles of academic integrity is essential to the mission of Northeastern University. The promotion of independent and original scholarship ensures that students derive the most from their educational experience and their pursuit of knowledge. Academic dishonesty violates the most fundamental values of an intellectual community and undermines the achievements of the entire University.

As members of the academic community, students must become familiar with their rights and responsibilities. In each course, they are responsible for knowing the requirements and restrictions regarding research and writing, examinations of whatever kind, collaborative work, the use of study aids, the appropriateness of assistance, and other issues. Students are responsible for learning the conventions of documentation and acknowledgment of sources in their fields. Northeastern University expects students to complete all examinations, tests, papers, creative projects, and assignments of any kind according to the highest ethical standards, as set forth either explicitly or implicitly in this Code or by the direction of instructors.

Go to http://www.northeastern.edu/osccr/academic-integrity-policy/ to access the full academic integrity policy.

Student Accommodations
The College of Professional Studies is committed to providing equitable access to learning opportunities to students with documented disabilities (e.g. mental health, attentional, learning, chronic health, sensory, or physical). To ensure access to this class, and program, please contact The Disability Resource Center (http://www.northeastern.edu/drc/) to engage in a confidential conversation about the process for requesting reasonable accommodations in the classroom and clinical or lab settings. Accommodations are not provided retroactively so students are encouraged to register with the Disability Resource Center (DRC) as soon as they begin their program. The College of Professional Studies encourages students to access all resources available through the DRC for consistent support.

Library Services
The Northeastern University Library is at the hub of campus intellectual life. Resources include over 900,000 print volumes, 206,500 e-books, and 70,225 electronic journals.

For more information, visit http://library.northeastern.edu/.
**Tutoring Services**
Tutoring can benefit skilled professionals and beginning students alike. NU offers many opportunities for you to enhance your academic work and professional skills through free one-on-one academic support on and off campus. Tutoring is available in multiple subject areas.

For more information, visit [http://www.cps.neu.edu/student-resources/tutoring-services.php](http://www.cps.neu.edu/student-resources/tutoring-services.php).

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The College of Professional Studies Undergraduate Catalog is a reference/resource with information about curricula, resources, and academic and student policies.
For more information, visit [http://www.cps.neu.edu/student-resources/](http://www.cps.neu.edu/student-resources/).

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