



Spring 2021
Sungil “Calvin” Chung

BUAD 400 – Strategy & Sustainability in Business Decisions

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Office Location: Carpenter Academic 312

Office Hours: T. Th. 2:30 – 4:00

Other hours by appointment

Classes: There will be three class sessions held by Blackboard Collaborate Ultra on Tuesdays at 7 pm.

(Feb 2nd, Mar 2nd, Mar 20th)

Attendance is required.

Course Description:

Strategy and Sustainability in Business Decisions is designed for students to develop conceptual and analytical skills needed by higher level managers in all types of organizations. This course focuses on strategy and examines case studies in strategic planning and sustainability for many different types of enterprises and organizations. Emphasis is given to integration of business courses and other related disciplines. It includes the strategic planning process, situational analysis, decision making in an uncertain environment, and effect implementation of a strategic plan, including organizational design and management while covering a comprehensive case analysis process.

This course should directly precede BUAD 401, and the combination of business strategy, sustainability business practices, and stakeholder management.

Course Outcomes:

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

1. Learn the fundamentals of strategic management in order to analyze the actual business situations from a strategic perspective.
2. Understand development of competitive strategies
3. Perform an internal and external environmental analysis
4. Formulate different levels (functional, business, global and corporate) of strategies
5. Implement strategies in designing organizations structure, culture and controls
6. Develop the ability to think critically and strategically
7. Demonstrate the ability to prepare and orally present an argument
8. Demonstrate an ability to participate in a discussion both as a speaker and as a listener, and to identify and speak appropriately to the audience’s needs, interests, and level of understanding.

Oral Communication

This course with the BUAD 401 Senior Seminar is designed to meet Mary Baldwin’s “oral competency” requirement. In partial fulfillment of the requirements for, three oral presentations/discussions will be held during the semester through Blackboard Collaborate Ultra.

Required Text:

Hill, Charles W. L., Schilling, Melissa A., & Jones Gareth R. (2017). Strategic Management: Theory (12th Edition), Boston, MA: Cengage Learning



- (There are two versions of the textbook. The one with cases is more expensive. You don't need cases for this course).

Supplemental readings will be provided through blackboard. Students are expected complete all the readings for the corresponding weeks.

Course Sequence	
Week	Assignments
Week 1	Introduction to Strategic Management
11-Jan to 17-Jan	<p>Welcome to BUAD 400 – Strategy and Sustainability in Business Decisions! In this week, we will consider the Strategic Management Process. A Strategy is “a set of related actions that managers take to increase their company’s performance” (Charles, Schelling, & Jones, 2017, p. 4).</p> <p>We will define critical concepts and introduce the main components of the strategic leadership and management process. Through this week, students will understand how strategic leaders can manage the strategy-making process, formulating and implementing strategies that enable a company to achieve a competitive advantage and superior performance. Moreover, they will have an appreciation for how the strategy-making process can go wrong, and what managers can do to make this process more effective.</p> <p>Required Reading/video and Assignment</p> <ul style="list-style-type: none"> • Read chapter 1 of the “Strategic Management” text. • View the YouTube video titled “What is Strategy?” - https://www.youtube.com/watch?v=TD7WSLeQtVw • Discussion Board Assignment #1: Can you think of an example in our own life (experience) where cognitive biases resulted in you making a poor decisions? How might that mistake have been avoided? <p>Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.</p> <ul style="list-style-type: none"> • End of Chapter 1 Quiz Due on Sunday Night (Practice Test/ Take as many as you want)
Week 2	External Analysis: The Identification of Opportunities and Threats
18-Jan to 24-Jan	<p>In this week’s module, you will be able to familiarize with shape competition in a company’s external environment and to discuss techniques for identifying strategic opportunities and threats. The central theme is that if a company is to survive and prosper, its management must understand the implications environmental forces have for strategic opportunities and threats.</p>

Required Reading/video and Assignment

- **Read chapter 2 of the “Strategic Management” text.**
- Watch the related YouTube video titled “Michael Porter on Competitive Strategy”
- <https://www.youtube.com/watch?v=vu-cFbTsY8U>
- **Discussion Board Assignment #2:** Using Mary Baldwin University as an example, use Porter’s five forces model to do an industry analysis.

Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.

- **End of Chapter 2 Quiz** Due on Sunday Night (Graded one)

Week 3

Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability

25-Jan to 31- Jan

The goal of this week is to explore the basis of competitive advantage at the level of the individual company through internal analysis. The central question this module deals is why, within a given industry, some companies do better than others. Internal analysis gives managers the information they need to choose the business model and strategies that will enable their company to attain a sustained competitive advantage. This is very important because it introduces a framework for understanding competitive advantage.

Required Readings:

- **Read chapter 3 of the “Strategic Management” text.**
- Watch the related YouTube video titled “What is your competitive advantage? 8 Brand Differentiation Strategies”
- <https://www.youtube.com/watch?v=mTLz1xpF1FA>
- **Discussion Board Assignment #3:** Select one company (example) and introduce its competitive advantage. From there, try to identify what strategies or actions made this company successful having those competitive advantages. What kinds of building blocks help build and sustain competitive advantage?

Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.

- **End of Chapter 3 Quiz** Due on Sunday Night

Week 4

Building Competitive Advantage Through Functional-level Strategies

1 -Feb to 7-Feb

1st Synchronous Meeting (2/2)

In this week, how functional-level strategies can help a company achieve superior efficiency, quality, innovation, and customer responsiveness, leading to competitive advantage will be explained. Functional strategies consistent with attaining superior efficiency are considered first. In this week, we will review the contributions that each of the different functional areas of a company that makes toward increasing efficiency. Among the topics discussed with regard to their impact on efficiency are economies of scale, learning effects, the experience curve, flexible production systems and mass customization, marketing strategy,

and materials management and just in time. The contributions of R&D strategy, the human resource strategy, information systems, and company infrastructure are then examined.

Required Readings:

- **Read chapter 4 of the “Strategic Management” text.**
- This week, we will have our **first Synchronous Meeting on Wednesday (1/29)** evening (7 pm). Prepare a five minute presentation. (see the course module more in detail)

Prepare a five minute presentation using Porter's five forces to analyze an industry in which you might like to work in the future. Discuss the implications your results may have on the salary potential of jobs in that industry and how that could impact your career plans. Make your presentation at the Blackboard synchronous session which will be held on Tuesday evening at 7:00pm.

- How to open and close presentations by Mark Powell
https://www.youtube.com/watch?v=YI_FJAOcFgQ
- How to create an awesome slide presentation
<https://www.youtube.com/watch?v=6bSOAlli8bw>
- **End of Chapter 4 Quiz Due on Sunday Night**

Week 5

Business-Level Strategy

8-Feb to 14-Feb

The purpose of this module is to discuss the various business level strategies that a company can use to compete effectively in a business and in an industry. The basis of all successful business models is the choice of business-level strategies that work together to provide competitive advantage. At the most basic level a company can adopt two strategies; one is to lower its costs, and the second is differentiation. Although, in actuality, a company that adopts both these strategies will eventually emerge at the top. This leads to the concept of “value innovation.” Value innovation implies greater efficiency, and greater value through superior differentiation at a lower cost. Innovators can push frontiers in any industry.

Required Readings:

- **Read chapter 5 of the “Strategic Management” text.**
- Watch the related YouTube video titled “Generic Strategies Mini-Lecture”
<https://www.youtube.com/watch?v=V14kuqYEsxE>
- **Discussion Board Assignment #4:** Ten of the most popular watches that are sold (as ranked by sales dollars, as opposed to number of watches sold) include: Apple, Rolex, Piaget, Omega, Timex, Movado, Breitling, Seiko, Swatch, and Patek Philippe & Co.

Do a Google search of these brands. Based on what you see about their features and prices, identify the business-level strategy that each of these watch brands employs and in one or two sentences (each) state your rationale for your pick.

Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.

- **End of Chapter 5 Quiz** Due on Sunday Night

Week 6

Business Level Strategy and the Industry Environment

15-Feb to 21-Feb

This week extends the analysis of business-level strategy by considering the different competitive strategies that firms can and should adopt as they enter different industry environments. The formulation of business-level strategy does not take place in a vacuum; companies have to consider the reaction of other firms to their competitive moves. This week is therefore a necessary addition to last week's topic and provides a building block to the chapters on corporate-level strategy.

In this week, the challenges of managing a generic business-level competitive strategy in different kinds of industry environments: fragmented industries, embryonic and growth industries, mature industries, and finally declining industries are examined. In each type of industry, there is a discussion of the competitive problems associated with that particular environment and the appropriate strategies that firms can use to tackle those problems.

Required Readings / Videos:

- **Read chapter 6 of the "Strategic Management" text.**
- Watch the related YouTube videos titled "The Five Competitive Forces That Shape Strategy"
- https://www.youtube.com/watch?v=mYF2_FBCvXw
- **Discussion Board Assignment #5:**
Read 6.3 Responding to competitor's moves (pp.191-196)
<https://open.lib.umn.edu/strategicmanagement/chapter/6-3-responding-to-competitors-moves/>

In 2017, McDonald's launched a home delivery program. McDonald's customers can order food for delivery using Uber's food delivery app. McDonald's has partnered with UberEATS to get food delivered to hungry customers, allowing you to track your order, customize your drop off location, and use the same account you use to take rides.

What competitive response would you initiate if you were the CEO of:

1. Burger King
2. Subway
3. Domino's Pizza
4. Lyft

Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.

- **End of Chapter 6 Quiz** Due on Sunday Night

Week 7	Strategy and Technology
22-Feb to 28-Feb	<p>The goal of this week is to describe the strategies and concepts that are unique to high-technology industries. High-tech industries are growing in number and many formerly low-technology industries are becoming more high-tech. In addition, high-technology industries face similar industry conditions, and thus tend to employ a similar range of strategies.</p> <p>One of the most important concepts in understanding high-technology industries is the idea of technical standards. These standards emerge as a new technology evolves rapidly in its early days. Typically, many alternate technologies are tried before a new standard is chosen. The existing technology is usually completely replaced by the new technology in time. The contest is to decide which firm will own the technical standard which is called a “format war.”</p> <p>Readings/Videos:</p> <ul style="list-style-type: none"> • Read chapter 7 of the “Strategic Management” text. • Watch the related YouTube video titled “Top 10 Format Wars” - https://www.youtube.com/watch?v=r37IG3x6drY • Discussion Board Assignment #6: You are working for a small company that has developed an operating system for PCs that is faster and more stable than Microsoft’s Windows operating system. What strategies might you company pursue to unseat Windows and establish its operating system as the dominant technical standards in the industry? <p>Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.</p> <ul style="list-style-type: none"> • End of Chapter 7 Quiz Due on Sunday Night
Week 8	Strategy in the Global Environment
1-Mar to 7-Mar 2nd Synchronous Meeting (3/2)	<p>This chapter begins with a discussion of ongoing changes in the global competitive environment and discusses models managers can use for analyzing competition in different national markets. Next, the chapter discusses the various ways in which global international expansion can increase a company’s profitability and profit growth.</p> <p>Required Readings:</p> <ul style="list-style-type: none"> • Read chapter 8 of the “Strategic Management” text. • Watch the related YouTube video titled “Strategies for expanding your business overseas by Open forum” and : - https://www.youtube.com/watch?v=Vztj-5ttQQw • This week, we will have our second Synchronous Meeting on Wednesday (2/26) evening (7 pm). Prepare a five minute presentation. (see the course module more in detail) - Ford’s Global Strategy (p.275): Case Analysis Presentation <ul style="list-style-type: none"> • End of Chapter 8 Quiz Due on Sunday Night

Week 9	Corporate Level Strategy -1 (Integrations and Outsourcing)
8-Mar to 14-Mar	<p>This week concerns corporate-level strategy. In this week, we will focus on the different strategic choices that companies make with regard to horizontal and vertical integration. In particular, we consider the arguments for and against horizontal and vertical integration and examine cooperative relationships such as strategic outsourcing as alternatives. Successful corporate strategy adds value by enabling the company to perform one or more of the value creation functions at a lower cost or in a way that allows differentiation and brings a premium price. For a company to be successful its corporate strategy must assist in the process of establishing a distinctive competency at the business level.</p> <p>Required Readings:</p> <hr/> <ul style="list-style-type: none"> • Read chapter 9 of the “Strategic Management” text. • Watch the related YouTube video titled “Business Growth Strategy: Horizontal and Vertical Integration” - https://www.youtube.com/watch?v=uOO4CIVUrkw • End of Chapter 9 Quiz Due on Sunday Night
Week 10	Corporate Level Strategy – 2 (Diversification)
15-Mar to 21-Mar	<p>This week continues the discussion of corporate strategy that was begun in last week. Diversification into more than one business is the corporate-level strategy for growth. The corporation is treated as a portfolio of investments, and diversification is seen as a way of further leveraging the firm’s distinctive competencies. The role of diversification in increasing firm profitability, through transferring or leveraging competencies, sharing resources and capabilities, product bundling, or leveraging general organizational competencies, is also discussed.</p> <p>Required Readings:</p> <hr/> <ul style="list-style-type: none"> • Read chapter 10 of the “Strategic Management” text. • Watch the related YouTube video titled “Business Diversification” - https://www.youtube.com/watch?v=50-d_Pn_Ac • Discussion Board Assignment #7: Imagine that IBM has decided to diversify into the telecommunications business to provide online-cloud-computing data services and broad band access for businesses and individuals. What method would you recommend that IBM pursue to enter this Industry? Why? <p style="text-align: center;">Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.</p> <ul style="list-style-type: none"> • End of Chapter 10 Quiz Due on Sunday Night
Week 11	Corporate Governance , CRS and Ethics -1
22-Mar to 28-Mar	<p>In this week, we will introduce concepts related to governance and business ethics. The concern is that managers should not only act appropriately, pursuing the interests of the shareholders, but also pay attention to other stakeholders as well. This chapter describes the ways in which various stakeholder groups make contributions to and receive benefits from the organization, and how stakeholder</p>

support leads to high organizational performance. Managers don't always act in the best interests of stakeholders, and this chapter uses agency theory to explain this difficulty and to suggest ways to overcome it.

Required Readings:

- **Read chapter 11 of the “Strategic Management” text.**
- Watch the related YouTube videos titled “The Benefit Corporation- how conscious corporations succeed”
- <https://www.youtube.com/watch?v=kAVv7szyIsM>
- **Discussion Board Assignment #8:** Please explain about for-benefit Corporation and Corporate social responsibility. Introduce one example of each case (for-benefit and CSR) to see how for-profit corporations can contribute back to the society. Support and contradicts their community involvement.

Post your response to the discussion board question by Thursday evening and respond to the posts of at least two of your colleagues by Sunday evening.

- **End of Chapter 11 Quiz** Due on Sunday Night

Session 12

Corporate Governance , CRS and Ethics -2

29-Mar to 4- Apr

3rd Synchronous Meeting (3/20)

We continue with the topic of “Corporate Governance, CRS and Ethics”. In this module, we will examine the role of the organization with respect to the environment and in the context of the local and global community. How for-profit making organizations can be more socially responsible in many different areas will be examined in this week.

Required Readings:

- This week, we will have our **Third Synchronous Meeting** on **Wednesday (3/25)** evening (7 pm). Prepare a five minute presentation. (see the course module more in detail)

Post your proposal for a Senior Project to this discussion board. A sample proposal and required format is available in the Syllabus and Grading Rubrics tab.

On Tuesday evening at 7:00pm, we will hold a Blackboard synchronous session during which you will present your proposal for a senior project to the class. Please be prepared to discuss:

1. An overview of the project you are planning.
2. The research method you intend to use
3. Your work plan - (Break the project into four parts, each of which has a written deliverable)
4. What the finished project should be (e.g., a research report, a business plan, a strategic plan, or any other project.)

Review the Syllabus BUAD 401 – Senior Seminar. Review and revise (as needed) your proposal for a Senior Project. If your project involves

original research (e.g., having people take a survey), take the training course at: <https://phrp.nihtraining.com/users/login.php> and email a copy of your certificate of completion to the professor.

Session 13	Implementing Strategy through Organization
5-Apr to 11-Apr	<p>In this last week of our course, we will examine how managers can best implement their strategies in single-industry firms in order to achieve a competitive advantage and superior performance. First, the main elements of strategy implementation - structure, control systems, and culture - are analyzed in detail, focusing on the way they work together to create an organizing framework. We will also consider of the topic of using structure, control, and culture at the functional level to build distinctive competencies, business level strategy, and corporate level strategy.</p> <p>Required Readings / Videos:</p> <ul style="list-style-type: none"> • Read chapter 12 of the “Strategic Management” text. • Watch the related YouTube video titled “Organizational Structure” - https://www.youtube.com/watch?v=zUd0UNHyy60 • End of Chapter 12 Quiz Due on Sunday Night • Senior Assessment Due on Sunday Night • Submit your senior project proposal Due on Sunday Night
Session 14	Review
12-Apr to 16- Apr	<p>Take the Final Exam, available in the Week 14 Module Tab</p> <ul style="list-style-type: none"> • This class ends on FRIDAY, April 16th.

Evaluation:

End of Chapter Quizzes (20pts each x 10)	200
In-class Presentations (60 pts each x 3)	180
Discussion Questions	
Posting & Responses to colleagues on articles (50pts each x 8)	400
Final Exam	150
Senior Assessment	35
Proposal for a Senior Project	<u>35</u>
Total Points	1000

Final Grades:

A:	930	-	1000	C+:	770	-	799
A-:	900	-	929	C:	730	-	769
B+:	870	-	899	C-:	700	-	729
B:	830	-	869	D+:	670	-	699
B-:	800	-	829	D:	600	-	669
				F:	0	-	599

Methods of Evaluation:

End of Chapter Quizzes

At the end of each chapter, we will have an end of chapter quiz and it will be due before the Sunday midnight. Coverage will be assigned chapter. No make-up quizzes will be given in any circumstances. This is an individual quiz that you are not supposed to do it in group or share the questions or the answers with your classmates. For the final grading, the lowest quiz score will be dropped.

Class Presentation

Presentation: To fulfill oral competency requirements, you will have three oral presentation through Blackboard Collaborate Ultra platform. Two of them will be oral presentations of different topics and one will be a case presentation (each presentation will be five minute long). **Case Presentation:** For each section of the text, we have closing cases. In the first two week of a class, students will sign up for the cases (first come first serve). Have some research about the company and analyze the company's problem and apply the concepts you learned in the chapter and provide recommendations based on your analyses.

Final Exam

This will be a comprehensive exam (short essays).

Senior Assessment

This is the Senior Assessment for Business Major students. It is intended to cover topics from accounting, finance, management, marketing and business law and assess your competency across the core business disciplines. There are 80 content questions in multiple choice format. As the department intends this test to be used as a benchmark as well as an overall assessment of your business competency, feedback on your answers to individual questions will not be provided. You will, however, receive an overall grade for the test. You will have 90 minutes to complete the test. (You don't have to study for this one. We want to assess how our business students are equipped with our MBA education.)

Proposal for a Senior Project

As this course should directly precede BUAD 401 (Senior Thesis/Project), you are asked to create a proposal for a senior project before the end of semester. A sample proposal and required format is available in the Syllabus and Grading Rubrics tab. The following contents should be included in your proposal.

1. An overview of the project you are planning.
2. The research method you intend to use
3. Your work plan - (Break the project into four parts, each of which has a written deliverable)
4. What the finished project should be (e.g., a research report, a business plan, a strategic plan, or any other project.)

Netiquette:

Online Course Netiquette Guidelines

Behind Every Name There is a Person

1. Respect the privacy of your classmates and what they share in class.
2. Ask classmates for clarification if you find a discussion posting offensive or difficult to understand.
3. Avoid sweeping generalizations. Back up your stated opinions with facts and reliable sources.
4. Understand that we may disagree and that exposure to other people's opinions is part of the learning experience.
5. Be respectful of each other. We're all in this together. Before posting a comment, ask whether you would be willing to make the same comment to a person's face.
6. Keep in mind that everything you write, indeed every click of your mouse is recorded on the network server. On the Internet there are no take backs.
7. Keep in mind that you are taking a college class. Something that would be inappropriate in a traditional classroom is also inappropriate in an online classroom.

Online Communication

1. Be aware that typing in ALL CAPITAL LETTERS INDICATES SHOUTING.
2. Be careful with humor and sarcasm. Both can easily be misunderstood.
3. If this option is available, review all discussion postings before posting your own to prevent redundancy.
4. Check your writing for errors by reviewing what you've written before submitting it.
5. Acronyms (LOL, etc.) and emoticons (smiles) are commonly used online, but be careful not to overuse them.
6. Some communications with your instructor or fellow students are best handled through email. Post on the classroom discussion board if the conversation is relevant to others in the class.

Honor Code:

Mary Baldwin students pledge to uphold the Honor Code. They pledge to refrain from cheating on assignments, papers and tests, to refrain from plagiarism, and always to be honest in their dealings with faculty, staff and other students. To maintain the integrity of the system, students, faculty and staff who witness Honor Code infractions are expected to report them.

Should I become aware of an Honor Code offense in this classroom, I will encourage the student(s) to self-report by e-mailing the Honor Council chairwoman or by filing an incident report at <https://cm.maxient.com/reportingform.php?MaryBaldwin>. If the student(s) does not self-report within 24 hours, I will submit the report myself.

If the Honor Code offense is related to a course assignment, the assignment will not receive an official grade until the Honor Council investigation (and, if necessary, hearing) is complete. I will not assess a grade penalty for an Honor Code infraction unless a student is found responsible by (or admits responsibility to) the Honor Council.

Course Policies:

Plagiarism:

The work that you present in this (or any other) class must be your own. Presenting the ideas – the words, expressions or concepts - of others without citing the source of those ideas is plagiarism. A student who fails to credit the source of an idea is violating the intellectual property rights of the original author. This applies to all work submitted - including but not limited to papers, case discussions, and case analyses. The minimum penalty for plagiarism is a grade of zero for the assignment; the maximum penalty is expulsion from Mary Baldwin University.

Responding to Disruptive Student Behavior:

Mary Baldwin University is dedicated to the free pursuit of knowledge, and courses are designed and governed by the faculty in various ways to promote learning. The classroom ethos that instructors seek is both open to dissenting opinions and respectful of all members of the campus community. To that end, every instructor has the right and responsibility to maintain classroom order, and students, in adherence to the Mary Baldwin University Code of Conduct, are required to follow course policies and instructions regarding class behavior. Instructors may elect to hold students who engage in disruptive behavior accountable, in accordance with the published university policies and procedures. <http://www.marybaldwin.edu/fac-staff/administrative-forms-documents/>

Students with Disabilities

Mary Baldwin University is sensitive to the needs of students with disabilities who are academically qualified and is committed to providing appropriate support. The college does not waive requirements for degrees or alter admissions requirements for any student, but we make every effort to accommodate students with identified and documented disabilities.

Accommodations are available to students with disabilities that are available at

<http://www.marybaldwin.edu/learning-skills/swd/> and

http://www.marybaldwin.edu/docs/acad_docs/lsc_disabilityfactsheet.pdf

Paper Format:

For courses in the graduate business program, citation format is expected to follow that of the American Psychological Association (APA) 6th edition; the section on general academic writing should be followed. A description of the format may be found at the Owl at Purdue at: <https://owl.english.purdue.edu/owl/resource/560/01/>

A sample research paper in APA format is also available on the Owl at Purdue website at:

https://owl.english.purdue.edu/media/pdf/20090212013008_560.pdf

Late Assignments:

Classes require regular and timely participation. Late assignments will be penalized by 10% for every 24 hours past the due date. Assignments more than seven days late will not be accepted. Due dates/times are set at Eastern Time. Any variance from this policy must be acknowledged by the Professor by email to the student.