UVU UTAH VALLEY UNIVERSITY™

Master Course Syllabus

For additional course information, including prerequisites, corequisites, and course fees, please refer to the Catalog: https://catalog.uvu.edu/

Semester: Spring
Course Prefix: MGMT
Course Title: Bus Strategy, Formulation, Implementation

Year: 2025
Course and Section #: 4860-X04
Credits: 3

Course Description

- Serves as the capstone course for most WSB Bachelor's Degree
- Provides a program of study and practical experience to integrate major functional management area skills;
- In a team based learning environment, instills strategic management concepts and thinking processes; and
- Includes written and oral presentation, lectures, class discussions, and a semester-long team project.

Course Attributes

This course has the following attributes:

☐ General Education Requirements
☐ Global/Intercultural Graduation Requirements
☐ Writing Enriched Graduation Requirements
☒ Discipline Core Requirements in Program
☐ Elective Core Requirements in Program
☐ Open Elective
Other: *Click here to enter text.*

Instructor Information

Instructor Name: Kevin Rhoads Professor

Student Learning Outcomes

1. To identify the strengths and weaknesses of a firm both qualitatively and quantitatively;
2. To identify the opportunities and threats that a firm faces both qualitatively and quantitatively;
3. To identify those industry sectors of the business environment that are most relevant to the firm;
4. To describe the relationship between organizational missions, goals, objectives, and strategies;
5. To describe the relationship between strategy and structure;
6. To describe the nature of organizational structures and controls;
7. To identify and describe situations of competitive advantage;
8. To understand the 'how' of formulating business and corporate strategy susceptible of implementation;

9. To anticipate international issues inherent in a given strategic choice; and

10. To take account of social or ethical issues inherent in a given strategic choice.

For my part, I intend to help you accomplish the foregoing objectives by teaching you in a learn-by-doing format how **to prepare and to present a comprehensive strategic plan for your business that is susceptible of implementation.**

Course Materials and Texts

- Textbook:
- Rothaermel, F. (2024). Strategic Management (6th ed.). New York, NY: McGraw Hill Publishing. (Note: You have already paid for the text with a "course materials" fee charged to you when you registered for this course.)
- During the semester, we will have the opportunity use a professional on-line *Business Acumen* workshop. This cost for this workshop is $49 and each student will pay the fee upon registration of the semester if you decide to complete it.
-

Course Requirements

Course Assignments, Assessments, and Grading Policy

COURSE GRADING STRUCTURE

I have organized this course into modules with graded components worth an all-in total of 1,800 points. Grading in this course will work along these lines:

Course Grading Structure

Letter Grade	Lower Limit (%)	Upper Limit (%)	Lower Lir
A	90%	100%	1620
B+	88%	89.99%	1584
B	83%	87.99%	1494
B-	80%	82.99%	1440
C+	78%	79.99%	1404
C	73%	77.99%	1314
C-	70%	72.99%	1260
D	60%	69.99%	1080
E	0%	59.99%	0

No 'A-' grades will be awarded in this course.

Graded Course Components	Available Points	% Contribution*Weighted by Importance of Graded Course Component To Your Grade in this Course (in Rough Order of Occurrence over the Semester):*
WSB Senior Exam	90	5%
FINAL EXAM: BOARD PRESENTATION	1,710	95%
TOTALS	1,800	100%

Graded Course Components (In the grade book, grades appear in these assignment groupings.)	Available Points	% Contribution Weighted by importance of assignment grouping to your overall grade (highlighting significance of your performance on the Team Component)
Extra Credit (Progress Review Meetings = up to 220 points 74 pts each meeting)	220	14%
Extra Credit (Student Rating of Instructor)	60	3%
Team Component (Board Presentation)	1,710	**95%**
WSB Senior Exam	90	5%
TOTALS	1,800	100%

Required or Recommended Reading Assignments

Sun Aug 25, 2024	Assignment [Chapter 1: Strategy, Business Models, and Competitive Advantage](#)
	Assignment [Chapter 2: Strategy Formulation, Execution, and Governance](#)
Sun Jan 12, 2025	Assignment [Chapter 3: Evaluating a Company's External Environment](#)
	Assignment [Chapter 4: Evaluating a Company's Resources, Capabilities, and Compe](#)
	Assignment [Chapter 5: The Five Generic Competitive Strategies](#)
	Assignment [Chapter 6: Strengthening a Company's Competitive Position: Strategic](#)
	Quiz [WSB Senior Exam (Required for Graduation) (Remotely Proctored)](#)
Sun Jan 19, 2025	Assignment [Chapter 7: Strategies for Competing in International Markets](#)
	Assignment [Chapter 8: Corporate Strategy: Diversification and the Multibusiness C](#)
	Assignment [Chapter 9: Ethics, Corporate Social Responsibility, Environmental Susta](#)
	Assignment [Core Assignment Progress/Direction Review 1/3](#)

Sun Jan 26, 2025	Assignment [Chapter 10: Superior Strategy Execution—Another Path to Competitive](#)
	Assignment [Core Assignment Progress/Direction Review 2/3](#)
Sun Feb 23, 2025	Assignment [Core Assignment Progress/Direction Review 3/3](#)
Fri Feb 28, 2025	Assignment [Core Assignment: Create a Strategic Plan for the Chosen Company & P](#)
	Assignment [SRI Evaluations](#)

General Description of the Subject Matter of Each Lecture or Discussion

Module 1: Intro to MGMT 4860

Module 1: Intro to MGMT 4860 module publish options, published

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[Module 1: Overview and What's Next](#)

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[Module 1: Watch Course Introduction Video](#)

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- **Assignment**

[MGMT 4860 Connect Introduction](#)

Mar 2

10 pts

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- **Quiz**

[Module 1: Syllabus Quiz](#)

Mar 2

6 pts

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[Manage Module 1: Syllabus Quiz](#)

- **Assignment**

[Module 1: Assignment - Personal Information Form](#)

Mar 2

5 pts

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- **Quiz**

Module 1: Assignment - Group Selection

Mar 2

2 pts

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Group Project Instructions

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Manage Group Project Instructions

Module 2: What is Strategy

Module 2: What is Strategy

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Module 2: Overview and Looking Ahead

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Module 2: Content- Chapter 1

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Module 2: Watch Chapter 1 and Assignment Videos

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Ch1 - What is Strategy SB

Mar 9

10 pts

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- **Assignment**

Ch 1 - What is Strategy Assignment

Mar 9

10 pts

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Manage Ch 1 - What is Strategy Assignment
- **Assignment**

Proctoring Enabled: Chapter 1 Quiz - What is Strategy

Mar 9

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- **Assignment**

Module 2: Assignment - Group Company Selection

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Module 3: External Analysis
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Spring Break
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- **Context Module Sub Header**

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Module 4: Internal Analysis
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[Ch 4 - Internal Analysis - Resource Based View (VRIO)](#)
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Module 4: Assignment - Internal Analysis

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Module 5: Business Acumen and Financial Analysis

Module 5: Business Acumen and Financial Analysis

Module 5: Business Acumen and Financial Analysis module publish options, published

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Module 5: Overview and Looking Ahead

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Module 5: Content and Video - Business Acumen

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- **Assignment**

Module 5 - Business Acumen Workshop Optional Assignment ---- READ THE INSTRUCTIONS CAREFULLY

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- **Quiz**

Module 5: Navigating the Financials Assignment

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7 pts

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Module 6: Exam 1 & Group Assignment

Module 6: Exam 1 & Group Assignment

Module 6: Exam 1 & Group Assignment module publish options, published

Add Content to Module 6: Exam 1 & Group Assignment

- **Assignment**

Proctoring Enabled: Exam 1

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Module 6: Watch Exam 1 and Group Assignment Video

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Ch 8 - Corporate Strategies - Assignment

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- **Assignment**

Ch 8 - Corporate Level Strategies SB

Apr 6

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- **Assignment**

Module 8: Group Assignment - Biz and Corp Level Strategies

Apr 6

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Module 9: Corporate Strategy: Strategic Alliances and Mergers & Acquisitions

Module 9: Corporate Strategy: Strategic Alliances and Mergers & Acquisitions

Module 9: Corporate Strategy: Strategic Alliances and Mergers & Acquisitions module publish options, published

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Ch 9 - Alliances, M&A SB
Apr 13
10 pts
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- **Assignment**

Ch 9 - Alliances Scenario
Apr 13
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- **Assignment**

Proctoring Enabled: Chapter 9 Quiz: Strategic Alliances and Mergers & Acquisitions
Apr 13
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Module 10: Global Strategy: Competing Around the World module publish options, published
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Ch 10 - International Strategy Scenario
Apr 13
10 pts

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Proctoring Enabled: Chapter 10 Quiz - Global Strategies
Apr 13
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Module 11: Exam 2
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Module 11: Overview and Looking Ahead
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Manage Proctoring Enabled: Exam 2
Module 12: Final Group Projects Due
 Module 12: Final Group Projects Due
Module 12: Final Group Projects Due module publish options, published
Add Content to Module 12: Final Group Projects Due
- **Assignment**

Module 12 - Assignment - Group Final Project
Apr 20
50 pts
 Published. Click to unpublish Module 12 - Assignment - Group Final Project.
Manage Module 12 - Assignment - Group Final Project
- **Assignment**

Module 12: Assignment - Peer Evaluation
Apr 20
0 pts

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Required Course Syllabus Statements

Generative AI
Generative AI programs are not a replacement for your human creativity, originality, and critical thinking. Writing, thinking, and researching are crafts that you must develop over time. Use your own brain and individual voice. At the same time, you should learn how to use AI and in what instances AI can be helpful to you.

The use of generative AI tools (e.g. ChatGPT, Google Bard, etc.) is permitted in this course for the following activities:

-
  - Brainstorming and refining your ideas;
  - Fine tuning your research questions;
  - Finding information on your topic;
  - Drafting an outline to organize your thoughts; and
  - Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

-
  - Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts/responses assigned to you or content that you put into a Teams/Canvas chat;
  - Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
  - Writing a draft of a writing assignment; or
  - Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any student work submitted using AI tools should clearly indicate what work is the student's work and what part is generated by the AI. In such cases, no more than 10% of the student work should be generated by AI. If any part of this is confusing or uncertain, please reach out to me for a conversation before submitting your work.

Using Remote Testing Software

☒ This course does not use remote testing software.

☐ This course uses remote testing software. Remote test-takers may choose their remote testing locations. Please note, however, that the testing software used for this may conduct a brief scan of remote test-takers' immediate surroundings, may require use of a webcam while taking an exam, may require the microphone be on while taking an exam, or may require other practices to confirm academic honesty. Test-takers therefore shall have no expectation of privacy in their test-taking location during, or immediately preceding, remote testing. If a student strongly objects to using test-taking software, the student should contact the instructor at the beginning of the semester to determine whether alternative testing arrangements are feasible. Alternatives are not guaranteed.

Required University Syllabus Statements

Accommodations/Students with Disabilities

Students needing accommodations due to a permanent or temporary disability, pregnancy or pregnancy-related conditions may contact UVU [Accessibility Services](#) at accessibilityservices@uvu.edu or 801-863-8747.

Accessibility Services is located on the Orem Campus in BA 110.

Deaf/Hard of Hearing students requesting ASL interpreters or transcribers can contact Accessibility Services to set up accommodations. Deaf/Hard of Hearing services can be contacted at DHHservices@uvu.edu

DHH is located on the Orem Campus in BA 112.

Academic Integrity

At Utah Valley University, faculty and students operate in an atmosphere of mutual trust. Maintaining an atmosphere of academic integrity allows for free exchange of ideas and enables all members of the community to achieve their highest potential. Our goal is to foster an intellectual atmosphere that produces scholars of integrity and imaginative thought. In all academic work, the ideas and contributions of others must be appropriately acknowledged and UVU students are expected to produce their own original academic work.

Faculty and students share the responsibility of ensuring the honesty and fairness of the intellectual environment at UVU. Students have a responsibility to promote academic integrity at the university by not participating in or facilitating others' participation in any act of academic dishonesty. 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, assessments, collaborative work, the use of study aids, the appropriateness of assistance, and other issues. Likewise, instructors are responsible to clearly state expectations and model best practices.

Further information on what constitutes academic dishonesty is detailed in UVU Policy 541: *Student Code of Conduct*.

Equity and Title IX

Utah Valley University does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, age (40 and over), disability, veteran status, pregnancy, childbirth, or pregnancy-related conditions, citizenship, genetic information, or other basis protected by applicable law, including Title IX and 34 C.F.R. Part 106, in employment, treatment, admission, access to educational programs and activities, or other University benefits or services. Inquiries about nondiscrimination at UVU may be directed to the U.S. Department of Education's Office for Civil Rights or UVU's Title IX Coordinator at 801-863-7999 – TitleIX@uvu.edu – 800 W University Pkwy, Orem, 84058, Suite BA 203.

Religious Accommodation

UVU values and acknowledges the array of worldviews, faiths, and religions represented in our student body, and as such provides supportive accommodations for students. Religious belief or conscience broadly includes religious, non-religious, theistic, or non-theistic moral or ethical beliefs as well as participation in religious holidays, observances, or activities. Accommodations may include scheduling or due-date modifications or make-up assignments for missed class work.
To seek a religious accommodation, a student must provide written notice to the instructor and the Director of Accessibility Services at accessibilityservices@uvu.edu. If the accommodation relates to a scheduling conflict, the notice should include the date, time, and brief description of the difficulty posed by the conflict. Such requests should be made as soon as the student is aware of the prospective scheduling conflict.

While religious expression is welcome throughout campus, UVU also has a specially dedicated space for meditation, prayer, reflection, or other forms of religious expression.