



Master Course Syllabus

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

Semester: Spring

Year: 2025

Course Prefix: MGMT

Course and Section #: 4860-X07

Course Title: Bus Strategy, Formulation, Implementation

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.
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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: Tammy Ross Associate 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

- A printed textbook is not required for this course. This class will use electronic text and electronic course content that will be accessed through the Canvas website for the course. This electronic content will be available on the first day of class for all enrolled students. A charge will be assessed for all students in the course who are still enrolled as of January 27th . This charge will be listed as a “Canvas Course Materials/McGraw Hill” and will be paid through a process similar to that used for tuition/fees.

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 Limit
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%

<i>Extra Credit (Progress Review Meetings = up to 220 220 points 74 pts each meeting)</i>		14%
<i>Extra Credit (Student Rating of Instructor)</i>	60	3%
Graded Course Components (In the grade book, grades appear in these assignment groupings.)	Available Points	% Contribution <i>Weighted by importance of assignment grouping to your overall grade (highlighting significance of your performance on the Team Component)</i>
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 Comp
	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 Sust
	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

1.
 1. **Executive Summary (Do this last)**
 2. **Company Description (Do this after doing the Market Analysis)**
 - Vision, mission, values (review Assigned Materials, Chapter 2)
 - Leadership team
 - Organization details
 3. **Market Analysis (Focus the most on this. It is the most important part of developing a good strategy.)**
 - General description of your market
 - What is the market about in terms of customers, products and/or services?
 - How big is the market by overall sales volume? By market cap of companies in the market? By other relevant measures?
 - What is the place or position of your company within the market?
 - What is the company's Business Model (think: customer value proposition + profit model) (Assigned Materials, Chapter 1)
 - Analysis of External Circumstances (Assigned Materials, Chapter 3)
 - PESTEL Analysis
 - Five Forces Analysis
 - Horizon issues arising from your PESTEL and Five Forces Analyses
 - Analysis of Internal Circumstances (Assigned Materials, Chapter 4)
 - Resource & Capabilities Analysis, VRIN & Sustainable Competitive Advantage Analysis
 - Tangible
 - Intangible
 - Competitive Strengths Analysis
 - Benchmarking Study (**Not required in your plan/presentation**)
 - Key Ratios Analysis
 - Horizon issues arising from your VRIN and Competitive Strength Analyses and your Benchmarking Study

- **The Market Analysis Funnel:** Strengths Weaknesses Opportunities & Threats ("SWOT") Analysis
 - Your SWOT Analysis should reflect the findings of your External & Internal Circumstances Analyses above
 - Your SWOT Analysis should be numerate

4. Strategy

- Taking into account your Market Analysis above:
 - Company Objectives
 - Financial objectives
 - Strategic objectives
 - Overall strategy (how will you realize these objectives in general)
 - Specific strategy steps
 - Break down by functional areas within the company
 - Consider using PERT Analysis, a GANNT Chart or other stepwise project management approach (**Not required in your plan/presentation**)

5. Funding Required

1. Your funding requirements should be keyed to your strategy and to your financials, especially your projected or pro forma month-by-month cash flow for the period covered.
2. Articulate the funding needs of your company over the period covered, breaking these needs down, so that the board will know:
 1. How much money is needed?
 2. At what point(s) in time it will be needed? AND
 3. In what form the money should be raised (free cash, debt or equity)?

6. Financials

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1. Historical Financials (for the preceding five years) & Historical Key Ratios Analysis
2. Pro Forma Financials (next three- to five-years) & Projected Key Ratios Analysis

Note: You may or may not have noticed from the outline above, but most all of the types of analyses included in the above Business Plan outline are covered in the Assigned Materials or prerequisite courses.

The heart of a strategic business plan is always the market analysis, from which all else should flow. After all, we do not generally form companies or create products or service offerings, because they are cool, but because they meet a need in the market, while providing us a worthwhile return on our investment. So, our choices relative to company vision, mission, objectives, product, marketing and sales, research and development, production, human resources, etc., should relate to the market (what it needs, what the size or volume of that need is, who is already servicing that need, what the opportunity is to do it better, cheaper, more profitably).

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.