PEPPERDINE UNIVERSITY
THE GEORGE. L. GRAZIADIO
SCHOOL OF BUSINESS AND MANAGEMENT

DR. VIJAYA (Vi) NARAPAREDDY
STGY 479
BUSINESS STRATEGY
Summer 2016
Thursdays
6 – 10 p.m.
Encino Graduate Campus

SYLLABUS
Business Strategy
STGY 479.34
Summer 2016
Thursday: 6 – 10 PM
Encino Campus, Room A

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Office hours: By Appointment only

INTRODUCTION

STGY 479 is a dynamic with readings, cases, quizzes, and a research project. Strategy is intended to be a challenging and exciting capstone course in the undergraduate business curriculum. It is first and foremost a course about "strategy" and about managing a successful and sustainable enterprise. The course centers on the theme that a company achieves sustained success if and only if its managers (1) develop a sound and appropriate strategic plan, and (2) implement and execute the plan with some proficiency. We shall stress how and why a well-formulated, well-executed strategy nearly always produces good business performance. However, sound strategy is always based on having a solid understanding of business fundamentals.

COURSE DESCRIPTION

STGY 479: This capstone course effectively introduces students to the responsibilities of the top management of an enterprise. Integrating most of what has been covered in the entire program, the course helps students to conduct strategic analyses and make strategic decisions and puts special emphasis on their ability to defend the recommendations they make. The course may use a variety of experiential methods, including case studies, a strategic project on a real company, and competitive strategy simulations, to help students improve their decision-making skills. Prerequisites: FINC 474 Managerial Finance and MKTG 473 Marketing Management. This course must be taken during the last trimester.

STUDENT LEARNING OUTCOMES

At the end of this course, successful students should be able to:
1. To develop analytical and problem-solving skills, demonstrated by overall case analysis;
2. To increase your understanding of what managers must do to make business succeed over the long term, shown by how you state the issues, problems, and opportunities;
3. To develop your capacity to identify strategic issues and to reason carefully about strategic options, evidenced by your ability to carefully state critical issues and options/alternatives to respond to them;
4. To build your skills in conducting industry analysis in a variety of industries and competitive
situations, shown by the quality of your industry/competitor analysis;

5. To extend your ability to formulate a strategic plan and then execute it successfully in a variety of organizational circumstances; supported by the strategic plan and its corresponding implementation plan;

6. To improve your ability to manage the organization process by which strategies get formed and executed, based upon you ability to integrate the various organizational systems and processes to produce outstanding results;

7. To integrate the knowledge gained in earlier business courses, evidenced by the appropriate use of business management concepts, tools, and techniques; and

8. To develop an overall philosophy of managing strategically, as demonstrated by identifying strategic problems and develop and implement a plan of action to rectify the problems and continually position (and re-position) the company toward a path of success.

**TOTAL DIRECTED INSTRUCTION HOURS:** 60 hours for this 4-unit class.

**METHODOLOGY:** Class meetings and discussions will be interactive and integrative in nature. They may comprise of discussions, case analysis, presentations, and/or lectures.

**TEXT AND COURSE MATERIALS**


**Cases** will be discussed each week and posted in Sakai. You are expected to check Courses/Sakai weekly for current postings.

- Additional reading assignments may be included during the semester. Assigned articles: available online from the Pepperdine Libraries and/or in Courses (Sakai).
- Assignments, additional and/or recommended readings, and other resources: will be posted in Courses.
- Reading the popular business press and keeping abreast of current developments relating to business and the economy are expected in order to increase your understanding of the changing dynamics of the global economy we live in. As such, reading current issues of business magazines, newspapers and other publications (e.g., Fortune, Business Week, The Economist, Wall Street Journal, and the New York Times) and tuning into business news on TV/Radio (e.g., CNN News, Nightly Business Report etc.,) will make you more successful in this class.

**YOU ARE EXPECTED TO BRING YOUR COPY OF THE TEXTBOOK TO EVERY CLASS SESSION.**

**GRADING:** Your final grade will be determined as follows.

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<th>Component</th>
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<tr>
<td>Participation</td>
<td>25%</td>
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<tr>
<td>Online Assignments</td>
<td>15%</td>
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<td>Consulting/Research Project</td>
<td>30%</td>
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<td>Presentations</td>
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<td>Final exam</td>
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**ATTENDANCE AND PARTICIPATION**

Attendance is mandatory in all class sessions. Active participation in class and online discussions is also required and will be used to determine a student’s final grade. An absence, for any reason, will result in forfeiting points for in-class participation and/or student presentations. These may not be made up in another class session. If an emergency arises, it is the student’s responsibility to contact and inform the instructor about the absence. Simply being present in class doesn’t account for active participation. **Class participation will be judged based on your contribution to the questions raised in class, during case study discussions, and in-class group assignments.**

**CONDUCT**

Students will be required to electronically submit assignments (essays, papers, or other written projects) through the plagiarism detection service **Turnitin** (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. Opting-out of the Turnitin submission process is only possible through a written request to the instructor. However, you will need to provide additional research documentation and attach additional materials that will allow your instructor to assess the originality of your work.

The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable.

The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-
inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
- Forgery, alteration, or misuse of University documents, records, or identification.
- Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.
- Interference with the academic or administrative process of the University or any of the approved activities.
- Otherwise unprotected behavior that disrupts the classroom environment.
- Theft or damage to property.
- Violation of civil or criminal codes of local, state, or federal governments.
- Unauthorized use of or entry into University facilities.
- Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

**Dismissal** – separation of the student from the University on a permanent basis.
**Suspension** – separation of the student from the University for a specified length of time.
**Probation** – status of the student indicating that the relationship with the University is tenuous and that the student’s records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student’s privileges may accompany probation.

**POLICY ON DISABILITIES**

**Assistance for Students with Disabilities**
The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation. If a student does not request accommodation or provide documentation, the faculty member is under no obligation to provide accommodations. You may contact the Director of Disability Services at (310) 506-6500. For further information, visit the DSO Web site at: [http://www.pepperdine.edu/disabilityservice](http://www.pepperdine.edu/disabilityservice)
COURSE SCHEDULE

Tentative Class Schedule - Requirements, Assignments, Due Dates: (MAY BE CHANGED BY INSTRUCTOR with a 72-hr notice. Refer to the checklist posted each week on Blackboard)
CHECK SAKAI ON A REGULAR BASIS FOR UPDATES & CHANGES TO COURSE SCHEDULE.

Week 1, Thursday 5/05
Module 1: LEADERSHIP & STRATEGY
Introduction, expectations, and team assignments/ chapter 1 of text
What is Strategy?
If your team wishes to participate in a written student case competition, with a prize of $10K, please see Dr. Narapareddy on the first day of class.

Week 2, Th, 5/12
Module 2: INDUSTRY & COMPETITIVE ANALYSIS
Case + Chapter 3 of text

Week 3, Th, 5/19
Chap.2: Charting a Company’s Direction; Case

Week 4, Th, 5/26
Module 3: FIRM’S INTERNAL ENVIRONMENT& RESOURCE ALLOCATION
Case + Chapter 4

Week 5, Th, 6/02
Case competition deadline
Online submission of CASE Projects/Mid-term reports

Week 6, Th 6/09
Case discussion through Adobe Connect

Week 7, Th, 6/16
Module 4: BUSINESS/CORPORATE-LEVEL STRATEGIES
Case + Chap.6 & 8

Week 8, Th 6/23
Module 5: STRATEGY IN GLOBAL MARKETS
Chaps.7

Week 9, Th 6/30
Case discussion through Adobe Connect

Week 10, Th 7/07
Module 6: STRATEGY & SUSTAINABILITY
Case + Chap. 9
Week 11, Th 7/14
Module 7: BUILDING ORGANZATIONAL CAPABILITIES
Case + Chap.10 & 11

Week 12, Th 7/21
Module 7: CORPORATE GOVERNANCE
Chap.12

Week 13, Th 7/28
Readings

Week 14, Th 8/07
Case discussion through Adobe Connect
Final Projects due

Week 15, Th 8/11
Individual Final exam/case due

LE’S HAVE A GREAT SEMESTER!