ADVANCED BUSINESS MODELS (ABM)

Syllabus

Prof. Ramesh Gudur
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Phone: (239) 297-2109
Office Hours: Mon, Wed, Fri, 15 mts before class
During class breaks, or by appointment. Office: ___________

Required:


Course Description: Advanced Business Models (ABM) is the capstone strategy course in business emphasizing planning and decision making, formulating strategies and implementing plans for action. Case, firm# and industry analyses and competition provide opportunities to study proper relationships among management, marketing, production, R&D, operations, finance, accounting, H/R, technological and other functions involved in managing a business enterprise.

The learning goals are the following:

- Be/become effective communicators
- Have/develop an interdisciplinary perspective
- Be/become knowledgeable about team dynamics & the characteristics of effective teams
- Be/become critical thinkers

# Firm is used as a generic term for Companies/Organizations/Businesses/Agencies (COBAs)
To achieve the above goals you need to

- Become familiar with the current literature in strategic management
- Understand the complexities and challenges of multi-functional organizational problems
- Focus attention on strategic issues confronting contemporary businesses
- Develop strategic thinking
- Further refine research, analytical, critical-thinking, team building, and communication skills.

Grading Weights and Scale:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
<th>Grade Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1 (Mid-Term)</td>
<td>25</td>
<td>A = 93-100, C+ = 77-79.99</td>
</tr>
<tr>
<td>Exam 2 (Final)</td>
<td>30</td>
<td>A- = 90-92.99, C = 70-76.99</td>
</tr>
<tr>
<td>Class participation</td>
<td>15</td>
<td>B+ = 87-89.99, F = Below 70</td>
</tr>
<tr>
<td>Industry report (W)*</td>
<td>10</td>
<td>B = 83-86.99</td>
</tr>
<tr>
<td>Firm report (W&amp;O)*</td>
<td>20</td>
<td>B- = 80-82.99</td>
</tr>
</tbody>
</table>

*Team

Total points 100

Assignment/Exam policy: *Make up exams or assignments will not be given*

All assignments and exams must be handed in on schedule and in-class (no emails, except any identified in the syllabus or stated by the professor in class). You are to work only with your team members on the team assignments, not with other members of the class or anyone outside this section. **You are also not to work alone on your team assignments.** Assignments turned in late and not following instructions will get you penalty points which could negatively affect your grade. Thus, there is potential to receive lower grade/s if assignments are not turned in on time and instructions are not followed.

Exams:

Students will be required to apply what they learn from the lectures, book, cases, and in-class discussions. If there is a conflict or difference in what the professor has communicated and the book, what the professor has communicated overrides what the book says. More details will be forthcoming.

Class Participation:

Since this course is a discussion/case-based course, your participation is critical to the learning experience. Much of the learning that will take place in this class comes from the chance to express ideas, listen to what others have to say, and discuss these ideas in order to develop your critical-thinking skills. Please take advantage of this opportunity to gauge and hone your communication skills. To do this you must prepare all assigned materials and participate in the in-class discussions, exercises and assignments. Do not underestimate the value of what you and your classmates have to say.

* Exceptions may be serious emergencies (such as death of an immediate family member or your hospitalization for a serious medical reason).
Your participation is vital to the success of the class as a whole. So, daily participation points will be recorded. Scores for class participation will depend on both the quality and the frequency of participation. Quality is much more important than frequency but a person with frequent high quality participation will merit a better score than one with occasional high quality participation.

Scores for class participation will be based on: The student demonstrating careful analysis by using facts and evidence from the assigned materials, class lectures and latest developments in relevant business to make arguments, as appropriate; student’s participation with the flow of class discussion and demonstrating he/she has been listening to and reacting to others’ points of view; student intellectually challenging the professor and student influencing the class to consider important avenues that the class neglected; student engaging constructively in debating points with other students and the professor; and student presenting recommendations justified by his/her analysis and/or by the discussion in the class.

Less value is placed on participation that repeats case facts without analysis or that disrupts the flow of the class discussion without good reason. Students may be called upon randomly to answer questions pertaining to the readings, lectures, keeping up with latest and/or relevant developments in the business world.

Work and traffic can present challenges to on-time attendance, but everyone is aware of this and should plan ahead to overcome these difficulties. Please note that you will not be successful by simply attending class or being absent, tardy or leaving midway from class and consistently being unprepared. Have discipline, commitment and demonstrate excellence while completing this final academic work before graduation.

GMU catalog states the following on attendance policies for graduate and undergraduate classes:

Students are expected to attend the class periods of the courses for which they register. In-class participation is important to the individual student and to the class as a whole. Because class participation may be a factor in grading, instructors may use absence, tardiness, or early departure as de facto evidence of non-participation.

Mobile Devices: Cell phones and other mobile devices should be on mute during the class. At the same time, during the class, students should be able to quickly and competently refer to the Internet on the mobile devices to answer some questions.

Team Selection:

The Professor will form teams based on class size, student majors/previous courses, strengths, developmental needs, equity, diversity, availability and other criteria.

Industry and Firm Reports:

Both reports will be completed in teams. The industry report consists of researching and analyzing an assigned industry. The firm report consists of researching and analyzing an assigned firm in the same industry. Both reports must be typed and not exceed 5-double spaced pages, excluding exhibits, with 1” margins and standard 12 font size, Times New Roman.
The reports will be broadly evaluated on incisive analysis, the application of appropriate concepts and frameworks, the logic of arguments (qualitative and quantitative), and presentation (professionalism, persuasion, clarity, flow, spelling, grammar, etc). Exhibits are highly recommended to enhance the text. Graphics, tables, and bullets will help make points in the most concise way and to clarify issues discussed in the text. Exhibits should be germane to the analysis and arguments, and should be referenced as appropriate in the text. Note, however, that the point of the information presented in the exhibits must be covered in the writing of the report. Please make sure all appropriate materials are referenced, use a broad range of references, and provide current and complete references (title, source, date, etc.). More details will be forthcoming.

Industry Report: This is a 5 page report (excluding appendices) on the HEALTH CARE INDUSTRY. See attachment 1 (to be provided later) on how to do the industry report.

Firm Report: This is a 5 page report (excluding appendices) on a FIRM in the HEALTH CARE INDUSTRY. See attachment 2 (to be provided later) on how to do the firm report.

Initial Firm Report (Individual): Individual analysis of the Firm/Case must be submitted, as will be advised in the class. Due on: __________________________
Draft Firm Report (Team) Due on: the day of your team's in-class presentation.
Final Firm Report (Team) Due: in a subsequent class after the in-class presentations.

See attachment 1-2a (to be provided later) on oral presentation guidelines and participation during presentations.

Students can access library resources they can use when they do their industry and firm reports here: https://infoguides.gmu.edu/business

Peer Evaluation: At the end of this semester, each member of the team will evaluate the contribution of each of the other members of his/her team.

Disability Accommodations: If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

Honor Code: See attachment 3.

Attachments: 1, 2, 1-2a, 3
<table>
<thead>
<tr>
<th>Class</th>
<th>Topic</th>
<th>Assignments and Class Reading</th>
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</table>
Ch. 1 What Is Strategy? Case: Wal-Mart  
Ch. 2 Strategic Leadership: Managing the Strategy Process  
Cases: Yahoo, Threadless, Google (p.480), Starbucks |
| 2: June 27  | Teams formed Strategy  
Industry/External Analysis  
Competitive Advantage  
Firm Performance | Ch. 3: Industry Structure, Competitive Forces, and Strategic Groups  
Industries: Airline (Gulf Airlines p.334), Automobile (pp.478,492)  
Ch. 5: Competitive Advantage, Firm Performance, and Business Models  
Cases: Tesla, Apple, Microsoft, Google (pp.440,465,480) |
| 3: June 29  | Industry/Image Analysis  
How to do Industry Analysis | Ch. 4: Resources, Capabilities, and Core Competencies  
Ch. 6: Differentiation, Cost Leadership, and Blue Oceans. Case: Wal-Mart  
Students work on written Industry Reports |
| 4: July 2   | Research on Industry  
Firm/Internal Analysis | Students work on written Industry Reports |
| 5. July 4   | No Class                                                                                                                                 |
| 6: July 6   | Prepare Industry Reports  
Mid-term Exam Review? | Ch. 12 Corporate Governance and Business Ethics. Case: Uber  
Prepare for Mid-Term Exam |
| 7: July 9   | Business Ethics  
Mid-term Exam Review | Written Industry Reports Due  
Prepare for Mid-Term Exam  
How to do firm/case analysis, Text Book pp. 516-521 |
| 8: July 11  | MID-TERM EXAM (In-Class)  
How to do firm/case analysis | Chapters 1-6, 12 & whatever was covered in classes so far  
Ch. 7: Innovation/Entrepreneurship. Case: Netflix  
Ch. 8: Vertical Integration and Diversification. Case: Amazon  
Prepare Individual Firm Report |
| 9: July 13  | Innovation, Entrepreneurship Integration, Diversification. | Prepare for class discussion on Innovation/Entrepreneurship Ideas  
Submit Individual Firm Report for review by July 15, 9 am. |
| 10: July 16 | Discuss Innovation, and entrepreneurship ideas  
Discuss Case Presentations | Reviewed individual firm reports due  
Prepare for Case Presentations & PP slides |
| 11: July 18 | Team Firm Reports (Draft) Due In-Class Case Presentations | Questions to presenters from judges, professor and/or students |
| 12: July 20 | In-Class Case Presentations | Questions to presenters from judges, professor and/or students  
Ch. 9: Strategic Alliances, Mergers and Acquisitions. Case: Disney  
Ch. 10: Global Strategy. Case: IKEA |
| 13: July 23 | Team Firm Reports (Final) Due Strategies, Structure, Culture, Control Role of Government Final Exam Review? | Ch. 11: Structure, Culture, and Control. Case: Zappos  
Government's Role in Business/Corporate Strategy  
Prepare for cumulative Final Exam (whatever was covered in classes so far) |
| 14: July 25 | Strategy Implementation  
Government's impact on Strategy Final Exam Review | (Submit peer evaluations of other team members)  
Prepare for cumulative Final Exam (whatever was covered in classes so far) |
| 15: July 27/26 | Final Exam (In-Class) | Final Exam: cumulative, Chs.7-12 & whatever was covered so far  
End of Semester - Wish You the Best |

All classes are on Mondays, Wednesdays and Fridays (except the final exam could be a Thursday)  
* This game plan is tentative, flexible and modifiable by the instructor at his discretion.  
EOE (Errors and Omissions Excepted)
### School of Business Recommendations for Honor Code Violations

**Approved May 2016**

#### UG-Non Freshman Students (including transfer students)

<table>
<thead>
<tr>
<th>Type of Violation</th>
<th>First Offense</th>
<th>Second Offense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plagiarism</td>
<td>An F in the class; referral to Writing Center; and Academic Integrity Seminar completion</td>
<td>An F in the class; referral to the Writing Center; Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>1. Failure to cite/attribute sources</td>
<td></td>
<td></td>
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<tr>
<td>2. Representing someone else’s work as the student’s own (e.g., copying and pasting)</td>
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</tr>
<tr>
<td>Cheating</td>
<td>An F in the class; and Academic Integrity Seminar completion</td>
<td>An F in the class, Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>1. On a minor assignment (e.g., homework, quizzes)</td>
<td></td>
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<tr>
<td>2. Cheating on a major assignment or exam, submitting course work from another course as original work</td>
<td></td>
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<tr>
<td>Lying (e.g., providing fraudulent excuse documents, falsifying data)</td>
<td>An F in the class; and Academic Integrity Seminar completion</td>
<td>An F in the class; Academic Integrity Seminar completion; termination from the School of Business; and at least one semester suspension or expulsion</td>
</tr>
<tr>
<td>Egregious Violation (e.g., stealing an exam; submitting coursework from another class as original work across multiple courses; lying to an employer about academic performance, false identification or posing as another, in person or online)</td>
<td>An F in the class, Academic Integrity Seminar completion; termination from the School of Business; and at least one year suspension</td>
<td>An F in the class; Academic Integrity Seminar completion; termination from the School of Business; and expulsion</td>
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STUDENT INFORMATION

Name_________________________________ GMU Email: ______________________________ Phone: _______________________________________

Previous Education (Level/Program, Major, Name of School, Dates) _______________________________________________________________

Any Work experience? Yes / No. If yes, what? ________________________________________________________________________________

If currently working now, where, work hours__________________________________________________________________________________

What days and times are you on GMU campus? ________________________________________________________________________________

Which courses did you like the most? (Names, not numbers)______________________________________________________________________

Which courses did you like the least? (Names, not numbers)_____________________________________________________________________

What would you say your strengths are? _____________________________________________________________________________________

And your weaknesses (if any) or anything you want to develop further? ____________________________________________________________

What are your interests or hobbies? _________________________________________________________________________________________

Near future plans________________________________________

Long term future plans_____________________________________

What is one thing I should know about you that I have not asked you about? ________________________________________________________

Anything else you would like to add? _______________________________________________________________________________________
