Semester: Fall 2012  
Professor: Dr. Avinash Mainkar  
Course: Capstone Course: Advanced Business Models SOM 498  

Section, CRN, Location and Time:

<table>
<thead>
<tr>
<th>Section</th>
<th>CRN</th>
<th>Location</th>
<th>Days</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>003</td>
<td>72310</td>
<td>Planetary Hall 120</td>
<td>M</td>
<td>4:30 pm - 7:10 pm</td>
</tr>
<tr>
<td>004</td>
<td>72314</td>
<td>Enterprise Hall 278</td>
<td>M</td>
<td>7:20 pm - 10:00 pm</td>
</tr>
</tbody>
</table>

In addition: Case competition on November 16, 2012 (Friday) for both sections

Office: Workstation next to room 207 (Inside Enterprise Hall 206)  
Office Hours: By appointment  
Phone: Email is the best way to reach me  
Email: amainkar@gmu.edu

Course Material:

(a) Strategic Management: Concepts (1st edition) by Frank Rothaermel.

(b) Case packet: You will purchase the cases listed electronically from Harvard Business School Publishing by using the link below.

http://cb.hbsp.harvard.edu/cb/access/14781494

In-class cases (practice presentations, essays and class discussion)
- Curled Metal Inc.–Engineered Products Division
- Reed Supermarkets: A New Wave of Competitors
- Autoliv QB: A Proposed Joint Venture

Case competition case
- HUGE and Digital Strategy (case competition)

Please keep in mind the copyright laws and act responsibly – you are representing Mason - as you purchase the case packet from Harvard Publishing. The publisher is easily able to know what percentage of the enrolled students in the class actually bought the case pack. http://harvardbusiness.org/about/copyright-information
Course Website in Bb: SOM-498-003_SOM-498-004 (Fall 2012)
Blackboard (Will activate once the enrollment stabilizes). I do not plan to use the “announcements” feature in Bb. Instead I will send emails when I have to communicate outside of class hours. These emails will be available in one Word file on the Course Content page in Bb. The course syllabus will also be available online. If you do not have access to the course website, please send me an email. I may have to add you in manually.

Use of electronic gadgets in class
Please turn off your cell phone, PDA, and/or laptop. Please print and bring a copy of the relevant class material to class if you would like to take notes (e.g., PP slides) or need to refer to it in class (case from the case packet). I plan to strictly enforce the laptop policy.

Overview and Objectives
This capstone strategic management course explains why some firms outperform others. The course takes an integrative, multi-functional approach to the kind of broad organizational issues confronted by top executives. We will examine critical strategic issues that require a general management approach, using all the core business functions covered in the SOM curriculum, rather than a strictly functional one. An integrative perspective is essential because the formulation and implementation of effective strategies requires a precise understanding of the interrelationships among the different functions and the relationships of these functions to the business environment. Thus, this course represents the synthesis course for the SOM.

Learning Goals
• Will be effective communicators;
• Will have an interdisciplinary perspective;
• Will be knowledgeable about team dynamics and the characteristics of effective teams; and
• Will be critical thinkers.

Course Objectives
• To familiarize the current literature of strategic management;
• To understand the complexities and challenges of multi-functional organizational problems;
• To focus attention on strategic issues confronting contemporary businesses;
• To facilitate the development of strategic thinking; and
• To further refine research, analytical, critical-thinking, team building, and communication skills.

Prerequisites
Students must have completed general education requirements and all core courses (i.e., ACCT 301, BULE 302, SOM 301, FNAN 301, MGMT 301, MIS 301, and MKTG 301; and senior standing).

Grading Policy
Your learning in this course will be evaluated in several ways. This course takes a mastery-based approach to learning, and, logically, to the evaluation of your performance. You must demonstrate that you understand and can apply course concepts and skills in order to pass the course.

(1) Individual Work

Course exams
There are two course exams. No make-up exams will be given without prior permission. More details will be available in the miscellaneous folder in Bb.
Class Participation
Your class participation is an essential factor in determining the success of this class. I will measure class participation on select days highlighted in green (see the last page). On such days you will get an instructor and/or peer-reviewed score as follows.

0: Either not available for class participation or not continuously engaged in all class activities

73 or 77 or 80: Continuously engaged in all class activities but no participation in class discussion

83 or 87 or 90: Participated in class discussion and activities, and the comments added to the understanding of the topic under discussion

93 or 97 or 100: In terms of quality, overall contribution to class participation was better than that of those who contributed to class

Calculating overall participation score for the semester: While calculating your average for item b in the above table, I will drop your lowest score if you do some extra work (500-word write-up) by November 30, 2012. Please email me your material by this date. The lowest score could be for any reason: work-related travel, medical absence, family commitments, etc. More details about the group projects will be available in the miscellaneous folder.

Group Work
A maximum of eight groups for each section and no more than five students per group. You must be in a group by the end of the second week of classes. You will work in the same group for all group projects. Groups will be self-selected. But I reserve the right to make adjustments (split a group or add members) to ensure that we do not end up with groups of two or three students. An example might help: If we have 32 people and six groups of five each are formed, the last group may only have two students. In such a case, I may move people to ensure that this last group has four members. With this change, the class will have four groups of five and three groups of four students. Please keep such possibilities in mind as you self-select group members.

a) Practice group work: Each team will present the assigned case or write a one-page essay. The purpose is to give you developmental feedback that will help you prepare for your in-class case competition presentation later during the semester. More details will be available in the miscellaneous folder in Bb.

b) Industry analysis written report: Each team needs to turn in a written analysis of the assigned industry (to be assigned). More details will be available in the miscellaneous folder in Bb.

c) In-class case competition presentation: Each team needs to analyze the assigned case (HUGE and Digital Strategy) and make an in-class presentation. Do not mix up this assignment with industry analysis and/or firm analysis written reports. More details will be available in the miscellaneous folder in Bb.

d) Firm analysis written report: Each team needs to turn in a written analysis of the assigned firm in the for-profit education industry. The firm will be assigned after you turn in the industry analysis written report. More details will be available in the miscellaneous folder in Bb.

More details about the group projects will be available in the miscellaneous folder.

Grade equity for group projects
If you believe that someone in your group should receive a grade below that which the team receives, please send me an email within 24 hours of the project due date/time. The email should have “grade equity – your class name” as the subject line and should describe two things: (1) Why should this person receive a lower
grade? (2) What efforts were made to solve the problem while your group was working on the project? If an appropriate email is received, I will ask everyone in the group to quantify everyone’s contribution. Based on that input, the individual’s grade will be calculated. There is no need to send an email if you believe your group worked well.

**Honor Code**
The Honor Code applies to all the work required for this class. I expect you to know and uphold the GMU Honor Code. Specifically:

**A.** Unless explicitly allowed, exams will be closed book. The use of study aids, memoranda, books, data, or other information is not permissible.

**B.** You will complete original work for this class. Research is important, but you must cite all your sources for all papers and presentations in this course. You may not paraphrase or quote without proper reference. You may not use materials prepared for other courses. You may not use material prepared by other students in the same or other sections of this course, past or present.

**C.** In order to insure equity across sections of 498, electronic means (SafeAssign) may be used to check originality of work.

If you are not sure if a particular behavior constitutes an honor code violation, please check with me or visit the GMU websites for related information:

http://catalog.gmu.edu/content.php?catoid=17&navoid=1310#Honor

http://academicintegrity.gmu.edu/honorcode/

Be aware that I will send any violation of the honor code to the Honor Committee and will probably recommend that the penalty be an F in the class.

**Other Notes**
1) 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.


University closings, late openings, or other weather related changes in the University's schedule will be announced on: GMU-TV, the University's main information line [703.993.1000], the On-line Gazette, and all local media outlets (although media coverage cannot be guaranteed). We will hold the class as long as the University is open. I will inform you of weather-related decision via e-mail.

3) Late submissions will carry a late penalty.
### Grading scale for your course grade:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Total Points</th>
<th>Grade</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>B-</td>
<td>80-82.99</td>
</tr>
<tr>
<td>A-</td>
<td>90-92.99</td>
<td>C+</td>
<td>77-79.99</td>
</tr>
<tr>
<td>B+</td>
<td>87-89.99</td>
<td>C</td>
<td>70-76.99</td>
</tr>
<tr>
<td>B</td>
<td>83-86.99</td>
<td>F</td>
<td>Below 70</td>
</tr>
</tbody>
</table>

### Components of your course grade:

<table>
<thead>
<tr>
<th>Evaluation Tool</th>
<th>% of Course Grade</th>
<th>Important date(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>15%</td>
<td>On the days highlighted in green</td>
</tr>
<tr>
<td>Practice work (group-level presentation or essay)</td>
<td>0</td>
<td>(a) Email your PP slides and other material, if any, to me by 8 AM on the day of the class. (b) Upload your essay to SafeAssign by 8 AM on the day of the class.</td>
</tr>
<tr>
<td>Industry analysis written report</td>
<td>10</td>
<td>October 9 Bring one printed copy to class and upload to SafeAssign before the class begins.</td>
</tr>
<tr>
<td>Exam 1</td>
<td>20</td>
<td>October 15 4:30 PM section: 4:30-6:30 PM 7:20 PM section: 7:20-9:20 PM</td>
</tr>
<tr>
<td>In-class case competition presentation (HUGE and Digital Strategy)</td>
<td>15</td>
<td>(a) Email your PP slides and other material, if any, to me by 8 AM on Oct 29. (b) No need to bring a printed copy to class. Presentations: Oct 29 and Nov 5</td>
</tr>
<tr>
<td>School-wide case competition (HUGE and Digital Strategy)</td>
<td>0-3 extra points added to course total</td>
<td>November 16 (FRIDAY): 1-6:30 pm</td>
</tr>
<tr>
<td>Firm analysis written report</td>
<td>15</td>
<td>November 26 Bring one printed copy to class and upload to SafeAssign before the class begins.</td>
</tr>
<tr>
<td>Exam 2</td>
<td>25</td>
<td>December 3 4:30 PM section: 4:30-6:30 PM 7:20 PM section: 7:20-9:20 PM</td>
</tr>
<tr>
<td>Total Points</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

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**Tentative Schedule of Classes (August 27, 2012)**

Class participation will be measured on the days highlighted in green.

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 27</td>
<td>Course introduction and Chapter 1</td>
</tr>
<tr>
<td>Sept 3</td>
<td>No Class – Labor Day Holiday</td>
</tr>
<tr>
<td>Sept 10</td>
<td>Chapters 2, 3 and 4</td>
</tr>
<tr>
<td>Sept 17</td>
<td>Chapters 4, 5 and 6</td>
</tr>
<tr>
<td>Sept 24</td>
<td>Case: Curled Metal Inc.–Engineered Products Division (Three practice presentations + Five essays + Class discussion)</td>
</tr>
<tr>
<td>Oct 1</td>
<td>Case: Reed Supermarkets (Three practice presentations + Five essays + Class discussion)</td>
</tr>
<tr>
<td>Oct 8</td>
<td>Classes do not meet on this Monday</td>
</tr>
<tr>
<td>Oct 9</td>
<td>Case: Autoliv QB: A Proposed Joint Venture (Two practice presentations + Six essays + Class discussion)</td>
</tr>
<tr>
<td>Oct 15</td>
<td>Exam 1</td>
</tr>
<tr>
<td>Oct 22</td>
<td>Chapters 7 and 8</td>
</tr>
<tr>
<td>Oct 29</td>
<td>Case: HUGE and Digital Strategy. In-class case competition group presentations over a two-week period but presentation material due for all by 8 AM on Oct 29.</td>
</tr>
<tr>
<td>Nov 5</td>
<td>Chapter 9 + Case: Autoliv QB: A Proposed Joint Venture (Class discussion)</td>
</tr>
<tr>
<td>Nov 12</td>
<td>Case competition on this Friday from 1-6 PM</td>
</tr>
<tr>
<td>Nov 19</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>Nov 26</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>Dec 3</td>
<td>Exam 2</td>
</tr>
<tr>
<td>Dec 11-19</td>
<td>No class or exam during the exam period</td>
</tr>
</tbody>
</table>