

MBA 559:

Emerging Issues in Strategic Decision Making

School of Business and Management

3 Credits

Effective Date 10/1/2022

Grading Type: Decimal

List any Pre-requisite or Co-Requisite: All coursework should be completed prior to registering unless approved by the Program Director.

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's *APA Style Guide* tutorial for a list of resources that can help you use APA style.

Faculty Information

Professional experience information for instructors is found under *Syllabus*, *Schedule*, and *Course Team* in the online course menu.

Contact Information

Contact information for instructors is found under *Syllabus*, *Schedule*, and *Course Team* in the online course menu.

Course Description

Business strategy is a key component for any organization to ensure success. In this course, students study various strategies used in business today. Students learn to critically analyze strategic articles and contribute to an expansion of the articles' content. Students also work in teams to explore, apply, and present the ways different strategies can affect an organization by conducting an advanced strategy case analysis. In addition, students explore their strategic abilities in their professional lives.

Course Resources

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the *Reading List* link in your online course as well as from the library homepage ("Find Your Reading List" button).

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

Course Outcomes

This course will prepare students to:

- Examine strategic frameworks as they apply to current situations. **(Strategy Reflection Paper)**
- Evaluate and contribute to strategic analysis articles. **(Team Article Analysis Presentation)**
- Conduct a strategic analysis of a current organization. **(Team Strategic Project and Presentation)**
- Formulate strategic plans and recommendations for business growth. **(Team Strategic Project and Presentation)**

Grading Scale

The grades earned for the course will be calculated using City University of Seattle's decimal grading system, found in the current University Catalog.

Grading rubrics with details on how each assignment will be graded are located under *Assignments* and/or in *My Grades* in the online course menu. Students should review the rubric for each assignment prior to completing their work in order to understand how it will be assessed.

Course Assignments and Grading

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Team Article Analysis Presentation	30%
Team Project: A Strategic Recommendation	20%
Team Presentation: A Strategic Recommendation	20%
Strategy Reflection Paper	20%
Instructor-determined activities	10%
TOTAL	100%

Course Assignments and Rubrics

Team Article Analysis Presentation (30% of Final Course Grade)

Students will self-select into teams based on functional business categories of interest created by the instructor. Teams will then be assigned two articles on business strategy, which they summarize and evaluate according to requirements provided in the course. Evaluation should include:

- Summary of the key strategic idea/frameworks presented by the authors in each article.
- Application of the article content to the specific industries that the students on the team may have experience with or are working in.
- An explanation of how the team would extend the framework that the authors have presented including areas that they may have overlooked or ignored.

Teams will then create a slide show of no more than four slides per article and present their work to the class.

Components	% of Grade
Presentation Content	80%
Presentation Quality	20%
TOTAL	100%

Team Project: A Strategic Recommendation (20% of Final Course Grade)

Students will work in the same self-selected teams and be provided with a real-world case. They will then plan a strategic solution to the problem presented in the case. No two teams will work on the same case. The final deliverable from each team will be an APA formatted paper not exceeding 6 pages (excluding title and reference pages) that proposes a strategic solution to the issue provided in the case. The paper must include:

- An executive summary of the proposed solution which includes all elements of strategic framework.
- An implementation process.
- An associated business case.

Components	% of Grade	
Executive summary of proposed solution	20%	
Elements of strategic framework	25%	
Implementation process	20%	
Business case		25%
Writing Quality and format	10%	
TOTAL	100%	

Team Presentation: A Strategic Recommendation (20% of Final Course Grade)

The team will present their strategic recommendation as if they were pitching their solution to the appropriate stakeholder audience, utilizing an effective presentation tool. The presentation should be clear, include no additional information outside of the strategic recommendation project, and be no longer than 10 minutes.

Components	% of Grade	
Presentation Content	50%	
Presentation Choice and Quality	15%	
Quality of Delivery	20%	
Team Participation		15%
TOTAL	100%	

Strategy Reflection Paper (30% of Final Course Grade)

The purpose of this assignment is to highlight your strategic thinking abilities. Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. Students will choose one of the many frameworks from the course and in no more than three pages, discuss the following:

- Why the particular framework was chosen for the topic of the paper.
- The key strategic insights the framework delivers.
- How the student would apply the framework in their own environment or position.
- Recommendations for changes or additions to the framework.

Components	% of Grade
Framework Choice	15%
Key Strategic Insights	20%
Application of Framework	30%
Recommendations	25%
Writing Quality and Format	10%
TOTAL	100%

Instructor-determined activities (10% of Final Course Grade)

Students are expected to contribute to the class in two discussions. For discussion board activities, you are to post your answer as well as responses to two other students' answers by the end of the module in which they are due. After posting your first response, read what others have written and add at least two more postings responding to others' ideas. That means you should have at least 3 postings per topic. The forum is to help promote student-to-student discussion. The elements considered in evaluating your participation include: Timeliness of response, respectful communication skills demonstrated, contributions toward the positive development of the class, proper use of APA format including at least one in-text citation with the associated reference at the bottom, and questions and comments that are relevant to the topics discussed.

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Components	% of Grade
Quality	50%
Quantity	30%
Timeliness	20%
TOTAL	100%

Course Policies

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises, coordinate with the instructor prior to the assignment's due date, and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

University Policies

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit the [Title IX](#) portal page or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person-to-person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at the [CityU website](#) under the Policies section or at [CityU in Canada](#) website.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A

complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at mycityusupport@cityu.edu to request a username and password.