

**MARYVILLE UNIVERSITY
JOHN E. SIMON SCHOOL OF BUSINESS
SPRING 2010**

COURSE: BUS 691-01 BUSINESS POLICIES
ROOM: REID 2309
DAYS: Tuesday
TIME: 6:00 p.m. – 9:50 p.m.

PROFESSOR: BARBARA PETZALL, Ph.D.

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OFFICE HOURS: Tuesday Noon—1:30 & 4:30—6:00
 Thursday 11:00—1:30 & 4:30—5:00
 Other times as necessary

TEXTBOOK: STRATEGIC MANAGEMENT, 5th Edition
 Dess, Lumpkin, & Eisner, McGraw Hill, 2010.

All students must have a Maryville e-mail address

PRE-ASSIGNMENT—Read chapters 1, 2 & 3 **ALSO** chapter 13
 PLEASE CHECK D2L 2 weeks before classes begin.

OBJECTIVES: The text and cases are structured to provide students with a consistent framework across strategic analysis, strategy formulation and strategy implementation. Cases will be used extensively to illustrate and clarify situations in today's business world.

Corporate culture, along with structure, reward systems, and information systems, all impact the results of any given well-formulated strategy. As the business environment becomes more complex, and global competition becomes a factor in more industries, successful managers combine long range strategic planning with short-term tactical decision making to achieve a competitive advantage in the marketplace. This course is designed to help the student integrate the functional tools which have been acquired in preceding classes in accounting, finance, marketing, economics, organizational behavior and other related disciplines. It will provide an opportunity to learn when the various tools are appropriate and how to deal with trade-offs in the real world.

GRADING:

FINAL	=	100 points
CASE ANALYSIS/INDIVIDUAL	=	100 points
<u>CASE ANALYSIS/PRESENTATION</u>	=	<u>150 points</u>
TOTAL	=	350 POINTS

GRADING SCALE: %

	94 - 100 = A	90 - 93 = A-
88 - 89 = B+	84 - 87 = B	80 - 83 = B-
78 - 79 = C+	74 - 77 = C	70 - 73 = C-
	63 - 69 = D	Below 63 = F

Papers and presentations must be in on the days assigned. There will be a 10% penalty assessed for each day a paper or presentation is late.

EXAMS: The exams will be simple case analysis, based on cases from the text, as well as questions on theory. The exams will require that you have a working knowledge of the information presented in the class.

GROUP PRESENTATION: The class will be divided into teams & the individual teams will agree on a publicly held organization. The team will develop a PowerPoint presentation and will present either week seven or eight. I need a hard copy of the presentation handouts before the presentation.

CASE ANALYSIS: This will be discussed the first night of class.

ATTENDANCE: Because of the nature of this course, attendance is extremely important. If you miss more than four hours, you will be given a delayed grade in the course and you will have to repeat the entire course. **ATTENDANCE IS MANDATORY FOR THE FIRST CLASS.**

SESSION & DATE	CHAPTERS & ASSIGNMENTS	ARTICLES & CASES
SESSION 1 January 12	Introduction -- Assignments made for presentations	
	CH 1 Strategic Management	
	CH 2 Analyzing the External Environment	
	CH 3 Assessing the Internal Environment	
SESSION 2 January 19	CH 4 Recognizing Intellectual Assets	#14 McDonald's
	CH 5 Creating Competitive Advantages	
SESSION 3 January 26	CH 6 Creating Value/Diversification	#28 Dippin' Dots
	CH 7 Creating Value in Global Markets	
SESSION 4 February 2	CH 8 Entrepre. Strategy & Comp. Dynamics	
	CH 9 Strategic Control & Corp. Governance	
	CH 10 Effective Organizational Designs	
SESSION 5 February 9	CH 11 Creating a Learning/Ethical Org	
	CH 12 Managing Innovation & Corp Entre.	
SESSION 6 February 16		PRESENTATIONS
SESSION 7 February 23		PRESENTATIONS
SESSION 8 March 2	FINAL	

*****THIS SYLLABUS IS SUBJECT TO CHANGE AT THE DISCRETION OF THE INSTRUCTOR TO ACCOMMODATE INSTRUCTIONAL AND/OR STUDENT NEEDS. THIS COURSE IS EXTREMELY SENSITIVE TO THE SIZE OF THE CLASS.******

ACADEMIC ACCOMMODATIONS: *Maryville University provides accommodations and supports for students with disabilities as defined by the Americans with Disabilities Act. If you have a documented disability and wish to discuss academic accommodations, please contact the course instructor and/or the Director of the Academic Success Center located in the University Library (314-529-6850).*

YOU MUST READ CHAPTER 13 BEFORE BEGINNING THIS ASSIGNMENT

STANDARD GRADING FORM		
I. IDENTIFICATION OF ISSUES		
INDUSTRY PERSPECTIVE		
MARKET OVERVIEW		
MARKET TRENDS		
COMPETITIVE ENVIRONMENT		
BUSINESS DESCRIPTION (Competitive Advantage)	5	_____
PRODUCTS & TECHNOLOGY SCOPE		
MARKETS AND DISTRIBUTION		
MANUFACTURING &/OR PROCESSING		
INDUSTRY ATTRACTIVENESS & BUSINESS STRENGTH	5	_____
MISSION STATEMENT		
CORPORATE PHILOSOPHY	5	_____
COMPETITIVE FINANCIAL POSITION (comparative)	5	_____
STRENGTHS & WEAKNESSES Critical Success Factors		
VALUE CHAIN (all positive factors) COMPETITIVE ADVANTAGE	5	_____
OPPORTUNITIES & THREATS (remote environment)		
PORTERS FIVE FORCE ANALYSIS (industry environment)	5	_____
GAP ANALYSIS (relative size and origin)	5	_____
TOTAL	35	
II. POSSIBLE STRATEGIES		
STUDENTS WILL PRESENT TWO STRATEGIES CHOSEN BY THE GROUP		
ASSUMPTIONS STATED	5	_____
OBJECTIVES OF POSSIBLE STRATEGIES	5	_____
BROAD ACTION PLANS (MINIMUM OF TWO)	10	_____
SPECIFIC ACTION PLANS (cover each functional area) INFO SYS, FINANCE (pro forma statements) CASH FLOW, MARKETING (media, target), PRODUCTION, RESEARCH & DEVELOPMENT, HUMAN RESOURCES	35	_____
PROS – CONS & COST OF REVERSIBILITY	15	_____
TIME SEQUENCE (IN DETAIL) (minimum quarterly)	10	_____
SUMMARY (pursue action plan 1? 2? Or 1 & 2?)	5	_____
MARKET PRICE 52 WK HIGH--LOW -- PRESENT PRICE ? BUY?		
TOTAL	85	
III. PRESENTATION		
ORIGINALITY (Music, displays, clothes, etc)	3	_____
EXHIBITS	17	_____
TRANSITIONS	2	_____
TOTAL	22	
EYE CONTACT, GRAMMAR, VOICE LEVEL & TONE #1	8	
EYE CONTACT, GRAMMAR, VOICE LEVEL & TONE #2	8	
EYE CONTACT, GRAMMAR, VOICE LEVEL & TONE #3	8	
EYE CONTACT, GRAMMAR, VOICE LEVEL & TONE #4	8	
TOTAL ACHIEVED		
TOTAL POSSIBLE		150
+ OR - FROM PEER EVALUATION		
FINAL TOTAL		

CASE ANALYSIS GRADE SHEET

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Content	Possible	Actual
I. SITUATION ANALYSIS	5	
Point of view (your position as –strategic decision maker, director on the board, consultant) Nature of the company Other Introductory Material		
II. STRATEGIC ANALYSIS	30	
Using techniques discussed in the text and class, conduct a strategic analysis of the company. Such analysis would include, but not be limited to, a SWOT analysis, Porter’s 5 forces model, and a consideration of the Supply Chain.		
III. FINANCIAL ANALYSIS	10	
Using the material presented in the case, evaluate the financial situation of the company and discuss how it impacts the identified problems.		
IV. PROBLEM IDENTIFICATION	15	
Identify the problems that you feel exist Indicate which are Primary problems & which are Secondary problems Prioritize the problems		
V. ALTERNATIVE SOLUTIONS	20	
Identify the alternative solutions for each problem discussed in section II. Each problem should have at least two alternative solutions. Any given solution might solve more than one problem. Give pros and cons of each alternative		
VI. CHOSEN SOLUTION	10	
Identify chosen solutions (plural) and discuss any implementation concerns.		
VII. PRESENTATION/PAPER	10	
TOTAL POINTS	100	