

BUS 4360 – STRATEGY & POLICY

Spring 2011 Syllabus

School of Business – Eastern Illinois University

Section 005 (Tuesdays and Thursdays from 11:00 am – 12:15 pm)

Section 002 (Tuesdays and Thursdays from 12:30 pm – 1:45 pm)

<u>CLASSROOM LOCATION:</u>	1040 Lumpkin Hall
<u>PROFESSOR:</u>	David J. Boggs, Ph.D.
<u>OFFICE LOCATION:</u>	3014 Lumpkin Hall
<u>OFFICE HOURS:</u>	Tuesdays (1:45–5:45 pm), Thursdays (1:45–2:45 pm), and by appointment
<u>TELEPHONE:</u>	581-8594
<u>E-MAIL:</u>	djboggs@eiu.edu
<u>WEBSITE:</u>	www.davidboggs.com or http://www.ux1.eiu.edu/~djboggs

COURSE DESCRIPTION: A comprehensive analysis of strategic management processes in organizations. This is the capstone course which requires expertise from the functional areas to develop broad concepts, theories and techniques to develop socially responsible strategies and policies in a global environment.

COURSE CATALOG PREREQUISITES & NOTES: BUS 1950, 2101, 2102, 2750, 2810, 3010, 3470, 3500 (or ACC 3900 for accounting majors), 3710, 3950, senior standing and admission to the School of Business or permission of the Associate Chair. (Note: BUS 3500 is not required for Computer Information Systems majors.)

CLASS MEETINGS: 39.5 hours of class time including exams.

COURSE OBJECTIVES:

Content Knowledge (K)

1. provide a means of integrating the knowledge, skills and abilities acquired from core courses and major area of study.
2. develop an understanding of policy formulation and strategic planning with a "systems" approach for both long and short-term perspectives.
3. develop an understanding of strategy and policy implications of international environment.

Skills Development (S)

1. develop managerial problem solving and decision-making skills to bridge the gap between theory and practice.
2. develop and strengthen written and oral communication skills.

Attitude/Values Development (A/V)

1. develop the ability to recognize and manage ethical and social responsibility issues.
2. appreciate the role of leadership and teamwork activities in organizational effectiveness and profitability.

TEACHING METHODS: With regard to teaching style, the course depends on a combination of lectures, discussion, case analysis, problem solving, student presentations, and both individual and group exercises. Thus, regular attendance, appropriate expressions of interest and meaningful contributions to class activities are expected, valued, and will be rewarded. Students should be eager to politely and voluntarily discuss relevant topics in class, and should expect to be periodically called upon to answer questions or provide other input.

REQUIRED COURSE TEXTBOOK: Wheelen & Hunger (2008), Strategic Management and Business Policy, 11th Edition, Prentice Hall

Other reading or related materials may also be assigned and made available to students.

EIU School of Business Vision Statement:

To be the business school of choice by educating students who become effective and respected leaders in the global environment.

SUPPLEMENTAL READINGS: BusinessWeek, Economist, Financial Times, Forbes, Harvard Business Review, Strategic Management Journal, Wall Street Journal

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES: Eastern Illinois University is committed to providing opportunities in higher education for students with disabilities. The university shares responsibility with the student for modifying campus facilities and programs to meet individual needs. Students with disabilities have access to resources which will enable them to manage daily activities in the university setting and should make an appointment at the beginning of the semester with the instructor to ensure that proper accommodations are made for students with a documented disability. Please contact the Office of Disability Services (581-6583) for further information.

EMERGENCY PREPAREDNESS PLAN: Students and faculty are responsible for acquainting themselves with the emergency instructions posted in all Eastern Illinois University classrooms.

OTHER UNIVERSITY SERVICES:

Career Services, 581-2412, <http://www.eiu.edu/~careers>

Student Success Center, 581-6696, <http://www.eiu.edu/~success>

Counseling Center, 581-3413, <http://www.eiu.edu/~counscr>

CAPSTONE EXAM: Completion of the Business Capstone Exam (ETS Field Test in Business) is a requirement of this course. Further information about the exam will be provided during the semester. Failure to complete the Capstone Exam will result in your receiving a grade of Incomplete (I) for BUS 4360–Strategy and Policy and may delay your graduation.

EVALUATION/GRADES: 0 < F < 60 < D < 70 < C < 80 < B < 90 < A

ASSIGNMENTS AND GRADING:

Three Exams: 60 percent
Case Analysis: 10 percent
Participation: 10 percent
Group Project: 20 percent
Total: 100 percent

Exams: Exams may include objective (e.g. multiple choice, short answer, true-false) and subjective (e.g. essay, analysis) components. If you miss or arrive late to take an exam you will either receive a zero for the exam or 20 percent will be deducted from your exam score at the instructor's discretion. If permitted to make up an exam, you may be given a different exam than the one administered in class.

Case Analysis: Teams will read chapter 15 and then complete a case analysis and lead the class in a discussion of the examined case. Teams should submit PowerPoint slides and any other relevant notes or materials on the day that it leads the case discussion. The evaluation should consider (1) the case background situation (very briefly), (2) the key 2-3 decisions that need to be made, (3) a set of 2-3 good decision alternatives, (4) important criteria to consider before making decisions, and (5) a recommended course of action from the set of alternatives, along with the rationale for the recommendation and a consideration of its implementation. Students should be prepared to orally present and defend their case analysis and they should be ready to discuss and challenge the presentations of classmates.

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Participation: Students are expected to alertly and enthusiastically attend all classes, to read textbook assignments in advance of class, to submit all required class and homework assignments on time, and to contribute meaningfully to group and class discussions, projects and activities. Students also should read relevant business publications to maintain an awareness of current business dynamics and to apply their knowledge to applicable class discussions. Unannounced quizzes or class activities that affect a student's participation grade will be given in class. The professor may assign current events readings and cases and expects students to take the initiative to read and bring for discussion relevant excerpts from business publications. Regular, appropriate, and meaningful contributions to class activities are expected, valued, and graded. You should volunteer your input regularly when questions are asked or topics are discussed in class and you should ask relevant questions of your classmates, particularly when they have presented in class. All these conditions must be met to obtain a minimum participation grade of a C; they must be done well for an A or B.

Group Project: Teams of 3-4 students each will submit a double-spaced, 8-page paper excluding graphs, tables, figures, references, and title page, and they will give an approximately 30-minute oral presentation of their research paper to the class at the end of the semester. The professor will distribute the project topics by the second week of class. Each team will complete its paper/presentation on a different topic. The papers and presentations will be graded on both content and style/expression. They each should include a title page and substantial research with appropriate number and quality of references. PowerPoint slides should be turned in and made available to the class by placing them on a website. Mid-way through the semester groups will also present a shorter, preliminary version of their presentations. The project has five parts (preliminary outline, preliminary oral presentation, written paper, website, and final 30-minute oral presentation). Research, writing, technical and presentation work should be divided equally among team members.

ACADEMIC HONESTY: Students are expected to be above reproach in their scholastic activities. Since scholastic dishonesty harms the individual, all students, and the integrity of the university, policies on scholastic dishonesty will be strictly enforced. All work submitted for this class must be original and completed solely by the student or students whose names appear on the submitted work. In regard to written papers and/or presentations, if you have any idea, or more than two words taken from any person, book, website, or other written document, then you must cite the source and use quotation marks around any words taken from others. Turnitin.com or a similar product may be used to examine submitted works for plagiarism, and any work determined to be dishonest, plagiarized, or improperly referenced will receive a grade of zero.

More information on academic misconduct is available at <http://www.eiu.edu/~judicial/>, including:

Standard I. Eastern students observe the highest principles of academic integrity and support a campus environment conducive to scholarship. Violations of this standard include:

- A. Conduct in subversion of academic standards, such as cheating on examinations, plagiarism, collusion, misrepresentation or falsification of data.*
- B. Theft or the unauthorized possession of examinations; alteration, theft, or destruction of the academic work of others, or academic records, library materials, laboratory materials, or other University equipment or property related to instructional matters or research.*
- C. Submitting work previously presented in another course unless specifically permitted by the instructor.*
- D. Conduct which disrupts the academic environment; disruption in classes, faculty offices, academic buildings, or computer facilities.*
- E. Complicity with others in violations of this standard.*

OTHER COURSE POLICIES AND INFORMATION:

Attendance: Students are expected to fully attend all class meetings as scheduled. If an absence does occur, the student is responsible both for the material covered during his or her absence, and for initiating plans for make-up work and completing it promptly. When possible, the student should notify the instructor in advance of an anticipated absence. Make-up privileges will be provided to students only for properly verified absences due to illness, emergency, participation in an official University activity, or participation in volunteer emergency work. If in the instructor's judgment the duration or number of absences renders make-up unfeasible, the instructor may contact the Vice President for Student Affairs and the Department Chairperson to determine an appropriate action.

Communications: All important communications with the professor should be made by email, including submitting assignments, addressing absences, or confirming assignments or instructions.

Creativity: It is generally appreciated and rewarded.

Courtesy and Kindness: It is expected and appreciated; in practice, this includes speaking and acting politely, remaining attentive, participating in activities, and avoiding disturbances or disruptions.

Deadlines and Makeup Work: 20 percent per day will be deducted from students' grades for assignments completed or submitted late, including homework, written papers, exams and projects. 50 percent will be deducted from the score of any presentation completed late (e.g. mid-semester preliminary presentation, final presentation). All makeup exams for excused absences will be given on Friday, April 29, 2011.

Electronic Devices: Mobile electronic device ringers should be turned down before entering the classroom. Devices (phones, PDAs, computers, etc.) may be used only if they are used for class purposes, and are operated without distracting the professor, other students, or the student using the device. Use of electronic devices is not permitted when completing in-class exams.

Inclement Weather: The University remains open for academic classes and all other services during inclement weather except in extreme circumstances determined solely by the president of the university. Regional and local news media customarily will publicize any official cancellation of university activities. If class is canceled, scheduled activities will take place the next available class meeting. For example, if a homework assignment is due on a Tuesday but the university is closed, that assignment will be due on the next class day that the university is open. If an exam is scheduled for a day the university is closed, it will be administered the next available class day. If the university is open, but a student is unable to attend class due to weather, the student should contact the professor BEFORE class to arrange for make-up work to be approved on a case-by-case basis.

Preparation: Students are expected to complete assignments before class. If a student is away from class, the student should submit any due assignments early, and should obtain notes from a classmate.

Professionalism: Written and oral presentation assignments will be graded on content AND also on writing and communicating effectiveness, style and technique in so far as these contribute to the overall quality of the work. Professional dress, demeanor, and language are expected of students, particularly when presenting in class.

Schedule and Syllabus: This syllabus may require changes during the semester. If so, changes will be announced in class.

Submitted Works: All materials submitted by students should be submitted both electronically and in paper/hard-copy form, and will become the property of the professor. Students should make a personal copy of their work for their records before submitting assignments.

Team Performance and Evaluation: Group research, writing, and presentation work should be divided equally among team members. All team members will receive the same grade on team/group projects unless unexpected circumstances merit assigning different grades.

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SCHEDULE:

<u>Date</u>	<u>Day</u>	<u>Topic</u>	<u>Text Reading</u>
<i>Introduction and Overview</i>			
1/11	T	Introductions and review syllabus	
1/13	R	Basic Concepts in Strategic Management	Chapter 1
1/18	T	Corporate Governance	Chapter 2
1/20	R	Ethics and Social Responsibility	Chapter 3
1/25	T	Case 1 Boeing (case 3 in back of textbook)	
<i>Environmental Scanning</i>			
1/27	R	Environmental Scanning and Industry Analysis	Chapter 4
2/01	T	Case 2 Harley-Davidson (case 16 in back of textbook)	
2/03	R	Internal Scanning: Organizational Analysis	Chapter 5
2/08	T	Case 3 Apple (case 10 in back of textbook)	
<i>Strategy Formulation</i>			
2/10	R	Exam 1	
2/15	T	Situation Analysis and Business Strategy	Chapter 6
2/17	R	Corporate Strategy	Chapter 7
2/22	T	Functional Strategy and Strategic Choice	Chapter 8
2/24	R	Case 4 Panera (case 30 in back of textbook)	
<i>Strategy Implementation and Control</i>			
3/01	T	Organizing for Action	Chapter 9
3/03	R	Staffing & Directing	Chapter 10
3/08	T	Preliminary Presentations	
3/10	R	Exam 2	
3/14-3/18	M-F	Spring Break!	
3/22	T	Case 5 Carnival (case 10 in back of textbook)	
3/24	R	Evaluation & Control	Chapter 11
3/29	T	Case 6 Wal-Mart (case 19 in back of textbook)	
<i>Other Strategic Issues</i>			
3/31	R	Managing Technology & Innovation	Chapter 12
4/05	T	Case 7 Google (case 14 in back of textbook)	
4/07	R	Strategy in Small and Entrepreneurial Firms	Chapter 13
4/12	T	Case 8 Whole Foods (case 31 in back of textbook)	
4/14	R	Strategy in Not-For-Profit Organizations	Chapter 14
<i>Presentations</i>			
4/19	T	Presentations	
4/21	R	Presentations	
4/26	T	Presentations	
4/28	R	Presentations	
<i>Final Exam</i>			
5/03	T	Final Exam: 2:45 - 4:45 pm (for 11:00 am class)	
5/04	W	Final Exam: 8:00 - 10:00 am (for 12:30 pm class)	

