

MIS 44285 SYLLABUS

SPRING 2014 – DR. ALAN D. SMITH

INTEGRATED BUSINESS POLICY AND STRATEGY

INSTRUCTOR: Dr. Alan D. Smith, University Professor of Operations Management

MEETING ROOM: 205/206 BSA

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CLASS: **Section 006:** 4:25 to 7:05 PM, Business Administration Building 205
January 13 – May 4, 2014

OFFICE HOURS: TBA and by appointment. I will usually be on campus at least one hour before and after each scheduled class.

COURSE STYLE: Readings, Discussions, Tests, Reports and Term papers

REQUIRED TEXT: Pearce, J.A. and Robinson, Jr., R.B. (2009). Strategic Management: Formulation, Implementation, and Control. (11th Ed.). Boston, MA: McGraw-Hill Irwin.) Please note, this book is an older edition so you should be able to get this book for under \$20. All videos and related information are readily available in the Blackboard course shell.

COURSE DESCRIPTION:

This course draws upon theoretical developments and empirical findings in the field of Strategic Management that provides an understanding of how organizations choose to compete in a given marketplace, why some succeed and others fail, and what can be done to improve a firm's competitive position and economic and commercial performance. We will explore sources of competitive advantage and disadvantage of individual businesses while considering ways in which they could / should enhance their strategic position. We will develop a more focused understanding of the vital nature of shareholder value as well as the implication for the stakeholders of a business enterprise. We will explore sources of competitive advantage and disadvantage of certain key businesses and try to determine more effective ways in which they could enhance their strategic position. The focal perspective of this journey will be through the eyes and actions of a General Manager having, thus, ultimate profit / loss responsibility resulting from effective/ineffective synthesis of the core functions that reside inside a business framework.

This journey begins at the Process for conceiving, developing, formulating, launching, leading and accomplishing strategic competitiveness that yields above average returns. The Strategic Leadership Model shown below will be the topography for our journey for this topography is built upon an ever changing geography that is changing in nano-second time. From the current debacle called the Gulf Oil Spill to the two-front war the U.S. is fighting to the unraveling of the

European Union to a new configuration, to the staggering costs of healthcare, the cacophony of agony around debt and the elevation of a new economic and political force in our new century, the BRIC; we are awed at the pace and staggered by the implication for each of us in ways we cannot even grasp at times. The individuals, companies and governments that will be successful will be those committed to looking across the horizon of the future and not languishing in the “tar balls” of a beleaguered past. Thus, it is about Strategic Leadership that will take us to places unimagined today or its void will be in wallowing in the agony of anger, political scavenging and economic erosion.

COURSE GOALS AND OBJECTIVES:

The goal of Integrated Business Policy and Strategy is to establish an overall fit between an organization's physical, financial, and intangible resources and the opportunities and/or threats in the external and operating environments that lead to a sustainable competitive advantage. In order for the student to gain a working understanding of these strategic concepts the course will address the following:

1. Competence in the vocabulary, terms, and related content issues.
2. A competency of the process of strategic management.
3. An ability to communicate these objectives effectively and efficiently.

As a result of this understanding of the strategic management process by the student, the objectives for the student are that: In the future the student may make a significant contribution to business and society; the student will more fully understand the general decision making model as it applies to business; and the student will be proficient in the use of the strategic management process in order to analyze and to solve real-life personal and business related problems.

INSTRUCTIONAL PROCESSES:

A variety of teaching techniques and delivery systems will be used, including lecture, student led discussion, case study, student presentations, group exercises, article summaries, etc. Critical thinking will be encouraged through the use of a Devil Advocacy system. Additionally, we will discuss current events and trends found in business periodicals, such as the Harvard Business Review, The Wall Street Journal, the Academy of Management Executive, and the Journal of Business Strategy. While this course requires a significant amount of work, the instructor will attempt to lighten up the atmosphere with incredibly dry humor. Hopefully this will make the process fun and somewhat enjoyable. Students will use a placard system for identification, communication, attendance, and participation daily.

CLASS PARTICIPATION:

The instructor cannot over emphasize the need to participate in class discussion. The benefits of discussion lead to the formation of strategic thinking within the student. The discussion and

tension will sharpen communication and critical thinking. Just as the old Proverb says, "As iron sharpens iron, so one man [or woman] sharpens another.

There are two oral group presentations using PowerPoint slides and two written group papers. The two oral presentations are graded as a group. There will be immediate feedback from the instructor as to the content and the process of the presentation. This feedback does three things: 1) to expose deficiencies in the content and process, 2) to correct these deficiencies, and 3) to encourage learning for the class. Additionally, there are individual article PowerPoint presentations and defenses of the article's position.

The instructor recognizes that some students have personalities that do not lend themselves to oral expression. To these students, the instructor pledges to draw out those nuggets of gold you hold but are so reluctant to share. On the other hand, the instructor recognizes that some students have personalities that lend themselves to empty oral expression. To these students, the instructor also pledges to probe your oral contribution in order to force the analysis of the assumptions underlying your premises. To those students who are not prepared to participate, the instructor pledge to do my best to motivate you by helping you understand the need to read and understand the relationships in the course material. To accomplish this, the instructor will attempt to make insightful comments with challenges to provoke strategic thought, spur imagination, and stimulate creativity that generates complete sets of alternatives. The instructor will probe and analyze of the alternatives using various strategic tools in order to arrive at the best decision. As a final note, it is my firm intention to help all students to participate in class discussion.

PRACTICE OF GROUP ACTIVITIES:

The Group Case Note -- The Syndrome. There are two written case notes in this course. The case note is a result of case analysis. In order to accomplish the task of producing the case note, case analysis must occur first. It is at this point most group projects fail. Because we are all very busy people, the analysis is divided up among members, the analysis is done individually and the final project assembled the night before the note is due. The end product becomes a conglomeration of unrelated and unreadable garbage. Do not approach this assignment or the related final project in this manner. The resulting grade will be a direct reflection of the lack of continuity caused by a lack of group input after individual analysis. An alternative approach is to divide up the analysis based upon individual strengths, do the analysis individually, present the analysis to the group having the group act as a devil's advocate, grind out the resulting paper together with one or two member's responsible for the final editing (again those with editing strengths). This product will be coherent, a delight to read and to grade.

Group Case Note -- The Format. Unlike the final project, the format of the case note is that of an executive report. The initial executive summary should be limited to about two pages of text. These two or more pages of text will include the following sections: 1) identify the problem, 2) identify the solution, 3) identify the resources needed and 4) a summary that includes time frame. All information and/or claims within the text of the two-page write-up must be substantiated either by 1) strategic analysis, 2) source material, and/or 3) direct quote of an expert.

Case notes will have the following components:

- 1) A separate title page.
- 2) A separate page executive summary paragraph, which states the problem, the solutions/recommendations and timing.
- 3) Minimum of two pages of double spaced, 12-point type, having one-inch margins (usually more depending on topic and assignment). There are many examples under the Course Documents Folder of all assignments for this course.
- 4) All exhibits used to analyze the case including the strategic tools, copies of source material, and transcripts of interviews of experts.

The main body of case note is to be 12-point type via a MS Word formatted file. All exhibits will be developed in Microsoft PowerPoint presentation software. All presentations will be in PowerPoint. The entire case (individual and group) case studies are to be turn in soft copies in Blackboard.

A Note on Group Discipline...First, the picking of group members is extremely important. Although many students prefer to work with friends, it is more important to work with students who compliment your skills, are action-oriented people, are motivated to do their best work and willing to give the necessary time to accomplish the goal. This statement agrees with one of the basic tenets of strategy, "Always operate from strength." Secondly, based upon prior experience, the following problems typically occur in group projects: a member will not attend agreed upon meetings; a member will not perform agreed upon tasks; a member will not perform in a timely manner; a member will not contribute in a significant manner; and a member is contrary and will not compromise for the good of the group and therefore withdraws support. The following are potential solutions to the group problem: Confront the member, explain the ramifications of his/her actions; reduced contribution grade; expel the member from the group. This procedure requires the documented evidence of steps one and two. Such as the documented evidence of specific non-performance by the member and/or the approval of the instructor. Remember, in the real-world people are fired for non-performance. This is the real world, therefore, the expelled member will be expected to find a group that will "hire" him/her to complete the task or do the entire task alone.

DETAILED COURSE OUTLINE (to be used as a general guide for course materials, not assignments):

Please check the Assignments Folder and Weekly Tabs for exact course requirements and due dates – weekly quizzes are listed in the Weekly Tabs, homework, literature reviews, group strategic Business Week reports, video case study reports, group projects are all listed with details under Assignments Folder in Blackboard.

Syllabus 16-week Course, Two Meetings per Week

WEEK	CHAPTER (number and title)	CASES TO REVIEW FOR
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Due dates are generally listed as the Fridays of the last week in each category.		CONCEPTS
1 & 2 January 13 to January 24	1: Strategic Management	The exact requirements and assignments may be found under the weekly tabs and/or the Assignments folder in Blackboard. The Listing below is to be used as a general guide. The absolute deadlines are located in Blackboard.
3 January 31	2: Company Mission	BW Case #1: Planet Apple Video Case: A Look at eBay CEO Meg Whitman BW Case #2: Saving Starbucks' Soul OR BW Case #3: Facebook Grows Up Video Case: Executive Excess
4 February 7	3: Corporate Social Responsibility and Business Ethics	BW Case #8: Microsoft in Europe OR BW Case #28: Big Oil and Ethanol Video Case: Good Deeds OR Corporate Crackdown: Enron
4 & 5 February 7 to February 14	4: The External Environment	BW Case #6: Ice Cream Wars Video Case: Changes at Ford Motor Company
4 & 5 February 7 to February 14	5: The Global Environment	BW Case #9: Philips Maps Out a New Direction Video Case: Job Threat
6 & 7 February 21 to February 28	6: Internal Analysis	BW Case #14: SAP's Very Big Small Biz Challenge Video Case: Changes at General Motors
7 February 28	7: Long-Term Objectives and Strategies	BW Case #4: MySpace Goes Hollywood Video Case: Wal-Mart's Public Image Campaign
8 March 7	7: Long-Term Objectives and Strategies	
9 & 10 March 14 to March 21	8: Business Strategy	BW Case #12: Volvo Wants Rugged, and Safe Video Case: Shiny Apple OR Whole Foods Market
11	9: Multi-business Strategy	BW Case #7: Getting Inside

March 28		Google's gPhone
12 April 4	10: Implementation	BW Case #10: Wal-Mart's Midlife Crisis Video Case: iPhone Anticipation
13 & 14 April 11 to April 18	12: Leadership & Culture and Chapter 13: Strategic Control	BW Case #15: The Last Rajah
15 & 16 April 25 to May 2	Presentations of Group Case Analysis	From the list of traditional cases, Case No. 30 onward, please you must have prior approval from instructor.

Enrollment Requirements:

Students attending the course who do not have the proper prerequisites risk being deregistered from the class. Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Web for Students) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until Sunday January 27, 2014 to correct the error with your advising office. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

Grading Policies:

The grading for this course will be based on a contract approach. The student will be required to discuss and report on various topics and prepare a course term paper. The student may correct any assignment if it is deemed not to be fully satisfactory. The following is the weighing scheme for the above-mentioned activities:

GRADED ACTIVITIES % OF COURSE GRADE:

Average Score on 10 Chapter Quizzes (to be taken online via Blackboard on scheduled days through the semester)
[55]

Group Strategy Report
(Dealing with competitive and industrial forces) [15]

In-class group presentation of attachments of individual

strategy report [5]

Average of 4 literature set reviews of two to three articles each (including article book if elected) [10]

In-class group projects and homework assignments (5% for video-case write-ups-group, 10% homework-individual [15]

TOTAL [100]
Grading Scale
93 - 100 A
90 - 92 A-
86 - 89 B+
85 - 80 B
70 - 79 C
60 - 69 D
Below 60 F

Please note that student's your overall score (OS) for the course is determined by the following equation:

OS = 0.15 (average of homework/computer assignments and average of various in-class projects) + 0.55 (Average Quiz Exam score) + 0.10 (average of four literature review sets) + 0.05 (Group presentation of strategy report's attachments) + 0.15 (Final group competitive forces/strategy project).

TIMELY SUBMISSION OF WORK:

Please note that timely submission of work is required. With the exception of emergency situations, which will need to be verified, homework assignments, research projects or presentations must be done by the assigned date. Please note that the grades will **not** be curved and there are no extra credit opportunities. All exams are mandatory. Exams are related to lecture material and readings. All exams are available via Blackboard only on posted days. If you fail to take these exams during the posted hours, there will be no second changes or retakes. You are responsible for having your own calculator if you want to use one on an exam. Make-up exams will not be offered except for excusable conflicts such as sick leave with doctor's notes; religious observance and family emergencies.

Homework: Problems will be assigned regularly. Please submit a hardcopy solution in class, by

the end of the class, on the assigned due date. Late homework will not be accepted, unless unusual circumstances.

ACADEMIC POLICY REQUIREMENTS:

1. There are generally no makeup exams in this class for undocumented reason unless requested and approved by the instructor. In emergency situations, which needs to be properly documented (i.e. doctor or employer's excuse-note). In general, students are expected to attend class and are responsible for any material discussed and/or assigned. With respect to make-up, the general policy is no make-up of missed work (including exams) is allowed, and no late work will be accepted. The only exceptions are: A prearranged situation (e.g., course field trips, athletic trips, etc.) and/or emergency illness, death in the family, etc., in this case, the instructor should be notified as soon as possible. Please contact the instructor early if there are any problems or concerns. There will be no exceptions to this policy.
2. There are no excused absences, late arrivals, or early departures, but I appreciate notice if you know you will be missing a class and/or arriving late or departing early.
3. Cheating in any form will result in an automatic grade of F for the course.
4. Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Web for Students) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule and if registration errors are not corrected by the proper date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.
5. Students may need a calculator for all examinations. Your calculator should have a statistics mode to allow for the quick calculation of means, standard deviations and variances.

Academic Integrity:

We will follow the University Policy on Academic Integrity. Academic honesty: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. In addition, it is considered to be cheating when one cooperates with someone else in any such misrepresentation. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

Course Withdrawal Dates:

For Spring 2014, the course withdrawal deadline is Sunday, March 23, 2014. For most semesters, the course withdrawal deadline is always the Sunday following the 10th week of the semester.

Course Attendance Information:

Students have responsibility to ensure they are properly enrolled in classes.

Enrollment/official registration:

Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on FlashLine) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until Sunday, January 26, 2014 to correct the error. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

Students with disabilities:

University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.registrars.kent.edu/sas> for more information on registration procedures).

Graduation Application Deadlines:

If you are eligible to graduate, it is your responsibility to apply for graduation before the set deadline (**May Graduation:** Apply before September 15th **August Graduation:** Apply before December 13th. **December Graduation:** Apply before March 15th). If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation. To apply for graduation complete the following steps: Log onto your Flashline account 1. Click on the Student Tools tab, 2. Look in the Graduation Planning Tool Box, 3. Click on Application for Graduation
If an error message appears

The graduation application deadlines are follows:

May Graduation: Apply before September 15th
August Graduation: Apply before December 15th
December Graduation: Apply before March 15th

To apply for graduation complete the following steps:

Log onto your Flashline account

1. Click on the Student Tools tab
2. Look in the Graduation Planning Tool Box

3. Click on Application for Graduation

**If an error message appears, you must contact your advisor.

Specific requirements for Integrated Business Policies (MIS 44285):

Outcomes assessment is a requirement for M&IS 44285, Business Policy/Strategy. Therefore, if you are enrolled in this course during the current semester, you must complete two outcome measures as part of your class, regardless of when you are actually graduating. More information will be shared by your professor during the session. Completion of the two measures is required for you to receive your final grade in M&IS 44285.