

BUSINESS STRATEGY, Syllabus – Fall 2012

Class: MW 9:15-10:30 am, 206BSA

Course & Section: MIS 44285 SEC 001

Professor: Dr. Aviad Israeli

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Office and office hours: Room A422 BSA MW 10:30-11:30am and by appointment

Required Texts and Materials:

Paper version: Course reading packet ISBN 9781121577442 (based on Thompson, Peteraf, Gamble, and Strickland, *Crafting and Executing Strategy: The Quest for Competitive Advantage*, 18th Edition + a customized case packet)

Online version: Course reading packet ISBN 9781121618596. This version can be obtained at site: www.mcgrawhillcreate.com/shop

Class notes, assignments, grades and other course related material will be accessible through the FlashLine – Backboard Learn course site.

Course objectives:

This capstone course provides students with an opportunity to integrate their diverse disciplinary knowledge by introducing them to the principal concepts of strategic management. The course will develop students' capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the quality of its strategy, and its opportunities for gaining and sustaining competitive advantage. The course will provide an opportunity to build skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide a stronger understanding of the competitive challenges of a global market environment.

Course expectations:

Your participation in class discussions and your presentation of the assigned group case and the group case write-ups all count in determining your overall grade in the course. In addition, the final exam will include all reading from the textbook. Therefore, each student is expected to contribute to in-class analysis and discussion.

The case analysis and presentation will be conducted in groups of 4 students per group. Before your case presentation, you should read the "Guide to Case Analysis" in the reading packet. The guide provides directions in the mechanics of coming to class adequately prepared for class presentation and discussion of an assigned case. The hints and pointers in the guide should help students get off to a better start and orient them to the traditional analytical sequence of (1) identify, (2) evaluate, and (3) recommend.

Each group will be required to assign 4 case write-ups. One case will be the case which was assigned to the group for presentation plus three case write-ups as discussants of other groups' cases. Attendance at all class sessions is expected, but attendance is mandatory on the dates assigned for students' case presentations. If you must miss class discussion of an assigned case, you will need to provide advance notice.

Grading:

Points are allocated as follows:

Assignment	Points
Midterm exam	20
Group case write-up (4 write ups @ 5 points ceac)	20
Group case presentation	20
Final exam	40

The grading scale is as follows:

Total percentage earned	Grade
≥ 92.5 points	A
≥89.5 points	A-
≥87 points	B+
≥82.5 points	B
≥80 points	B-
≥77.5 points	C+
≥72 points	C
≥68.5 points	D+
≥ 62points	D
Below 62 points	F

According to University Guidelines the grades are converted to your grade point average by the following rules: A = 4.0, A- = 3.7, B+ = 3.3, B = 3.0, B- = 2.7, C+ = 2.3, C = 2.0, C- = 1.7, D+ = 1.3, D = 1.0, F = 0.0

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 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.

Student Feedback: Formal class evaluations will be distributed at the end of the term. However, if there are any problems or concerns during the semester, this feedback will be appreciated. Student can e-mail me at aisraeli@kent.edu and offer any suggestions, insights or other feedback throughout the semester.

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 adjustments for conducting the examinations. 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/disability>) for more information on registration procedures.

Course calendar: Please note that this is a tentative course calendar. In case of significant changes, I will inform you by email.

Week starting on:	Class topics:	Read chapters (before class meeting).
August 27	Introduction	1
September 3	What is strategy and why is it important Charting a company's direction	2,3
September 10	Evaluating a company's external environment	4
September 17	Evaluating a company's resources capabilities and competitiveness	5
September 24	The (five) generic competitive strategies	6
October 1	Strengthening a company's competitive position	7
October 8	Strategies for competing in international markets	8
October 15	Corporate strategy	9
October 22	Ethics, corporate social responsibility, environmental sustainability and strategy	10
October 29	Building an organization capable of good strategy execution	11
November 5	Managing internal operations, corporate culture and responsibility	12, 13
November 12	Case presentation and discussion	
November 19	Case presentation and discussion	
November 26	Case presentation and discussion	
December 3	Review – current issues in corporate strategy	
Finals week		

PLEASE NOTE that the timing of the final exam is *not* under the control of your instructor, but has been scheduled on the University Registrar's website. Its timing, as well as that of your other exams, can be verified by accessing the official Registrar's website.