

SPRING 2008

**INTEGRATED BUSINESS
POLICY AND STRATEGY**

PROFESSOR A'ISHA AJAYI

COURSE DESCRIPTION**INSIDE THIS ISSUE:**

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An organization's strategy must be appropriate for its resources, environmental circumstances, and core objectives. The process involves matching the company's [internal resources (IT) and capabilities (quality management)] to the external business environment the organization faces.

Strategy formulation involves:

- Doing a situation analysis: both internal and external; both micro-environmental and macro-environmental.
 - Concurrent with this assessment, objectives are set. This involves crafting vision statements (long term view of a possible future), mission statements (the role that the organization gives itself in society), overall corporate objectives (both financial and strategic), strategic business unit objectives (both financial and strategic), and tactical objectives.

These objectives should, in the light of the situation analysis, suggest a strategic plan. The plan provides the details of how to achieve these objectives. This course is designed to provide the student with a practical context within which the exploration of business strategy can be better understood.

Through a series of lectures, assignments, and self exploration students will gain an insight into the complexities of crafting and implementing a business strategy with in domestic as well as international settings. In addition to traditional business models this course will focus on the ways in which strategy formulation and implementation are applied to the world of e-commerce.

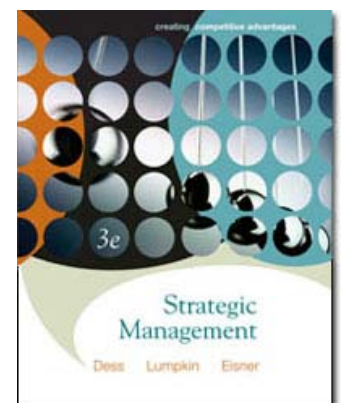
STAYING IN TOUCH

Class MIS 44285
 Call # 11190
 Location - BSA 210
 Duration - T, TH
 2:15PM - 3:30PM
 Email - amajayi@kent.edu
 Phone - (330) 672-1151
 Office hours -
 T, W 2:15—3:30PM
 Other times by appointment

REQUIRED TEXT**Strategic Management, 3/E**

Gregory G. Dess, University of Texas at Dallas
 G. T. Lumpkin, University of Illinois—Chicago
 Alan B. Eisner, Pace University

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COURSE GOALS

- Provide the student with a comprehensive overview of strategy development, implementation and assessment.
- Provide the student with exercises which will develop analytical and critical skills in understanding the role of strategic planning in modern global commerce.
- Team and other collaborative experiences provide an opportunity for students to interact to solve problems and complete exercises.
- Completion of a case study and associated analysis.

REGISTRATION AND SPECIAL NEEDS

Students attending the course who do not have the proper prerequisite risk being deregistered from the class.

Students have responsibility to ensure they are properly enrolled in classes. Should you find an error in your class schedule, please refer to the Registrar's homepage for deadlines and procedures to correct errors. If registration errors are not corrected by the specified dates and you continue to attend and participate in classes for which you are not officially enrolled,

Students with disabilities: University policy 3342-3-18 requires that students with disabilities be provided reasonable accommodations to ensure their equal access equal access course content.

If you have 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 (SAS) (contact 330-672-3391

PLEASE NOTE

Please note that the instructor reserves the right to alter any or all elements of the course as deemed necessary. The following expectations are in effect for the duration of this course.

- Students will undertake this course with levels of seriousness and commitment equal to my own; i.e., that each of us will approach the readings and related assignments professionally.
- All of us will come to class prepared to question each other (including me) in receptive and respectful ways.
- Students will take pride in their ability to reflect upon, analyze, formulate, and represent their ideas, beliefs and positions in ways which exemplify their best work.
- Students will attend all classes as active participants. Students will need to arrange to obtain lectures or handouts from the instructor during office hours; not by email or phone.
- Each student is asked to assess their respective personal and professional circumstances and honestly determine if they can commit the time necessary to complete the course.
- No late assignments are accepted for any reason. A grade of zero will be posted.
- No exams will be rescheduled.
- Business or personal travel are not acceptable reasons for absences or rescheduling class elements or assignments.

COURSE SCHEDULE

| Course Schedule | | | |
|-----------------|------------------------------------|----------------|---------------------|
| Week | Lecture Topic | Reading – Text | Assignment |
| 1 | Strategic management | 1 | Course Introduction |
| 2 | Analyzing the external environment | 2 | Project Overview |
| 3 | Analyzing the internal environment | 3 | Lecture and Prep |
| 4* | Intellectual assets | 4 | Lecture and Prep |
| 5 | Business level strategy | 5 | Lecture and Prep |
| 6 | Corporate level strategy | 6 | Lecture and Prep |
| 7* | International strategy | 7 | Lecture and Prep |
| 8 | Digital business strategy | 8 | Lecture and Prep |
| 9 | Strategic control and governance | 9 | Lecture and Prep |
| 10* | Effective organizational designs | 10 | Lecture and Prep |
| 11 | Strategic leadership | 11 | Lecture and Prep |
| 12 | Managing technology and innovation | 12 | Lecture and Prep |
| 13 | Recognizing opportunities | 13 | Presentation |
| 14* | Not-for-profit organizations | -- | Lecture and prep |
| 15 | Class summary and evaluation | -- | Projects Due |

COURSE FORMAT

Our class will be conducted in two sessions. Lectures and other course elements will be conducted on scheduled days and a portion of class time will be used for project preparation. Attendance will be taken by team leaders and passed on to the class CIO. Students who miss more than one Wednesday session will be required to take a final exam. The score for this exam will be used as the individual grade element for the course.

ABOUT THE PROJECT

In order to demonstrate your ability to apply the concepts learned in the course you will be asked to work collaboratively to complete a comprehensive strategic analysis. You will be divided into groups based on class size and other logistical factors.

The guidelines for the completion of this element will be distributed during the second week of classes. The class' duration will be devoted to a comprehensive overview of the projects and the elements for successful completion.

The following criteria will be used to evaluate the project:

| | |
|------------------------------------|-----|
| Integration of theory and concepts | 20% |
| Organization and flow | 20% |
| Written communications | 20% |
| Analysis | 20% |
| Execution | 20% |

PROJECT DESCRIPTION

A “real world” project will form the heart of the course; the goal is apply the theories and practices learned in the course to an existing issue or challenge. During this term we will work on the creation of a non-profit co-op for the people of Kasigua, Kenya. The purpose of the co-op is to form a self-sustaining enterprise where the crafts and art of the area can be sold internationally by the villagers as a means of generating income for education, electricity, water, and food.

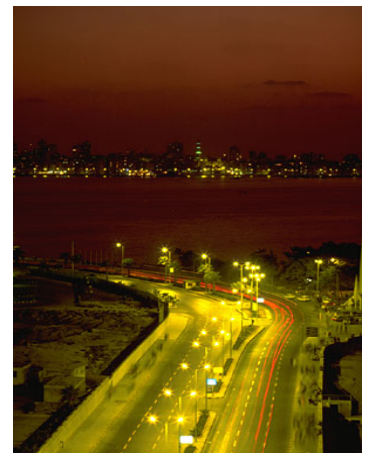
The case study will ne introduced during the second week of class. Each student will be required to sign an agreement which states their responsibilities as participants in this project. Please review the section entitled “Course Format” for additional details about project participation.

FROM THE INSTRUCTOR

A site will be created as a workspace and eCommunity for the course. Periodically articles, the course outline and other materials will be posted there. You may also use this platform to share information with other members of the class.

Textbook Web site:

http://highered.mcgraw-hill.com/webintegration/WebIntegrationServlet?call=InstructorHomeWeblet&external=1&next=sitesubscription/registration/InstructorHome.vm&isbn=0073124575&chrome=/sites/0073124575/chrome.vm&goto_url=/sites/0073124575/student_view0/



EVALUATION CRITERIA

| Points | Grade | Meaning of the grade |
|----------|-------|---|
| 97-100 | A | Clear articulation of concepts, issues and application skills. Possesses high level content knowledge and ability to apply it to the field. |
| 92-96 | A- | |
| 87-91 | B+ | Needs improvement in content knowledge and articulation. Sound knowledge of concepts. |
| 82-86 | B | |
| 77-81 | B- | |
| 72-76 | C+ | Lack of articulation of concepts, content knowledge or ability to apply them to the field. |
| 67-71 | C | |
| 62-66 | C- | |
| 57-61 | D+ | |
| 52-56 | D | No recommendation for student's continuation in the program. |
| 55-BELOW | F | |

| Important Dates | | |
|-----------------|----------|------|
| Element | Chapters | Date |
| Exam 1 | 1-3 | 2/5 |
| Exam 2 | 4-6 | 2/26 |
| Exam 3 | 7-9 | 3/27 |
| Exam 4 | 10-13 | 4/22 |
| Presentations | --- | 5/1 |
| Projects due | --- | 4/29 |

| How am I graded? | |
|------------------|---------------------------|
| Element | Percentage of total grade |
| Exams | 40% |
| Project | 30% |
| Presentations | 30% |
| Total | 100% |

ACADEMIC DISHONESTY



You are encouraged to work together and help one another learn the material, but all submissions must be your own unique work (or those of your team for team projects). Cheating, plagiarism, copying and other behavior that is contrary to University standards will not be tolerated.

Any students found guilty of such offenses will be given a grade of “F” as a final grade. Additional penalties may be imposed; these will be determined on a case-by-case basis. Any student aiding another student will be considered to be an accessory and will be subject to the same penalties.

KENT STATE UNIVERSITY

A'isha Ajayi

BSA A419

Phone: (330) 672-1151

e-mail: amajayi@kent.edu