

ITT Technical Institute
BU455
Business Policy and Strategy
Onsite Course

SYLLABUS

Credit hours: 4

Contact/Instructional hours: 40 (40 Theory Hours)

Prerequisite(s) and/or Corequisite(s):

Prerequisites: BU222 Business Law and Regulation, BU352 Principles of Management, BU362 Financial Capital and Markets, EC312 Project Management Techniques

Course Description:

This course focuses on how to develop, implement and manage a strategic plan while managing change, technology and fostering innovation in a global environment.

Students are required to use the concepts and techniques presented in previous courses to develop a business strategy and related policies.

Syllabus: Business Policy and Strategy

Instructor:	_____
Office hours:	_____
Class hours:	_____

Major Instructional Areas

1. Basic concepts of strategic management
2. Strategic plans—developing, implementing, and managing
3. Corporate governance and social responsibility
4. Situational analysis and business strategy
5. Corporate strategy in the global environment

Course Objectives

1. Recognize the importance of strategic management and decision making.
2. Analyze the importance of and need for corporate governance in strategic management.
3. Analyze the importance of scanning as it relates to strategic management.
4. Use the Strengths Weaknesses Opportunities, and Threats (SWOT) analysis, the Strategic Factors Analysis Summary (SFAS) matrix, and the Threats, Opportunities, Weaknesses, and Strengths (TOWS) matrix to formulate strategic plans.
5. Develop a corporate strategy.
6. Analyze the needs of functional strategy and strategic choice.
7. Analyze the stages of development necessary for the success of an organization.
8. Illustrate organizational processes and decisions.
9. Analyze the role of technology and innovation in modern strategic management.
10. Identify the issues that not-for-profit and small businesses face in strategic management.

SCANS Objectives

SCANS is an acronym for Secretary's Commission on Achieving Necessary Skills. The committee, created by the National Secretary of Labor in the early 1990s, created a list of skills and competencies that the committee feels are necessary for employees to function in a high-tech job market.

1. Choose an ethical course of action.
2. Evaluate a situation and devise an appropriate action plan.
3. Use critical thinking to apply the knowledge learned.
4. Negotiate with diverse teams to ensure organizational success.
5. Analyze information and communicate the results.
6. Develop competence in managing human resources, including accurately assessing peoples' knowledge, skills, abilities, and potential and actively monitoring performance and providing feedback.
7. Apply procedures, tools, and equipment—including computers and related technologies—whenever required.
8. Compare and contrast two theories or alternatives to arrive at the best solution.
9. Demonstrate the ability to utilize the authentic resources available, including the Internet, knowledge libraries, and other sources.
10. Recognize problems and devise and implement a plan of action.
11. Demonstrate competence in working with culturally diverse people.
12. Demonstrate competence in understanding how a system's structures relate to its goals and responding to the demands of the system or organization.
13. Demonstrate competence in visualizing necessary methods and applicable technology.

Course Outline

Unit	Activities
1—Concepts of Strategic Management	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 1, “Basic Concepts in Strategic Management,” pp. 2-33 • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Project Part 1: Start
2—Corporate Governance and Social Responsibility	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 2, “Corporate Governance,” pp. 42-62 ○ Chapter 3, “Social Responsibility and Ethics in Strategic Management,” pp. 70-86 • Exercise: 1 • Analysis: 1 • Research Assignment: 1
3—Scanning the Environment	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 4, “Environmental Scanning and Industry Analysis,” pp. 94-127 ○ Chapter 5, “Internal Scanning: Organizational Analysis,” pp. 138-149 • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Project Part 1: Submit
4—Strategy Formulation	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 6, “Strategy Formulation: Situation Analysis and Business Strategy,” pp. 174-199

Unit	Activities
	<ul style="list-style-type: none"> • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Project Part 2: Start
5—Corporate Strategy	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 7, “Strategy Formulation: Corporate Strategy,” pp. 204-229 • Exercise: 1 • Analysis: 1 • Research Assignment: 1
6—Functional Strategy and Strategic Choice	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 8, “Strategy Formulation: Functional Strategy and Strategic Choice,” pp. 236-266 • Exercise: 1 • Analysis: 1 • Research Assignment: 1
7—Organizing for Action	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 9, “Strategy Implementation: Organizing for Action,” pp. 270-296 • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Project Part 2: Submit • Project Part 3: Start
8—Staffing, Directing, Evaluating, and Controlling	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 10, “Strategy Implementation: Staffing and Directing,” pp. 300-322 ○ Chapter 11, “Evaluation and Control,” pp. 328-360 • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Final Project: Start
9—Managing Technology and Innovation	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Chapter 4, Section titled, “Competitive Intelligence,” pp. 120-123 ○ Chapter 5, Section titled, “Strategic Research and Development Issues,” pp. 154-55 • Exercise: 1 • Analysis: 1 • Research Assignment: 1
10—Small Businesses and Not-for-Profit Organizations	<ul style="list-style-type: none"> • Read from <i>Concepts in Strategic Management and Business Policy: Achieving Sustainability</i>: <ul style="list-style-type: none"> ○ Web Chapter B, “Strategic Issues in Entrepreneurial Ventures and Small Businesses,” pp. B-1 – B-22 <p><i>Accessed from the textbook’s companion website:</i> http://www.pearsonhighered.com/wheelen/12e_cases.html Click on Web Chapter B</p> • Exercise: 1 • Analysis: 1 • Research Assignment: 1 • Project Part 3: Submit

Unit	Activities
11—Course Review	<ul style="list-style-type: none">• Course Review• Final Project: Submit

Instructional Methods

This course is designed to provide an overall understanding of the role of strategic management in today's business operations, structures, and processes. The activities and assignments are practical in nature and are directly related to all the objectives of the course.

In-class time will be utilized as follows:

1. **In-class activity:** This is included in all the units of the course to ensure that you have grasped the concepts covered in each unit. These activities range from qualitative questions to quantitative analysis of the topics covered in this course. Some of these questions are also based on the videos available as a part of the instructor package along with the textbook, *Concepts in Strategic Management and Business Policy*.
2. **Lectures:** Units 1–10 include lectures that cover the key concepts of each unit. Unit 11 is devoted to a review of all the key concepts.

Homework assignments in this course take the form of:

Research assignments: These assignments consist of business problem-solving and review questions based on the concepts covered in each unit. These assignments are designed to provide you with an in-depth look at the contemporary issues related to business policies and strategies.

Analysis: Units 1–10 include analyses based on case studies. These activities will help you discuss, analyze, choose, and solve business and strategic management issues. The purpose of these assignments is to enable you to develop an in-depth understanding of business policies and strategies.

Project: The project is divided into three parts and is based on the StratSim Management simulation software provided with this course. The project is designed to be a quantitative analysis of strategic management.

Final project: The final project builds on the three-part project. It is designed to be comprehensive and qualitative in nature. Evaluation of this project is based on the Final Project grade rubric. You may ask your instructor for this rubric.

All the projects provide you with a comprehensive and hands-on approach to learning about strategic management issues. These projects are comprehensive, involve knowledge of the content covered in all the units, and require interaction between the instructor and the students.

Instructional Materials and References

Student Package

Textbook:

Wheelen, T. L., & Hunger, J. D. (2012). *Concepts in strategic management & business policy* (Custom 12th ed.). Boston, MA: Pearson Custom.

Software:

Interpretive Simulations Access Code Card Group B. (2009). Upper Saddle River, NJ: Prentice Hall.

References

ITT Tech Virtual Library

Log on to the ITT Tech Virtual Library at <http://library.itt-tech.edu/> to access online books, journals, and other reference resources selected to support the ITT Tech curricula.

Books

You may click “Books” or use the “Search” function on the home page to find the following books.

Click on Books> NetLibrary

- Markides, Constantinos. *All the Right Moves: A Guide to Crafting Breakthrough Strategy*. Boston, Mass: Harvard Business School Press, 2000.
- Ashby, Meredith D. and Stephen A. Miles. *Leaders Talk Leadership: Top Executives Speak Their Minds*. Oxford, New York: Oxford University Press, 2002.
- Hurwitz, Judith, Robin Bloor, Carol Baroudi, and Marcia Kaufman. *Service Oriented Architecture for Dummies*. Hoboken, NJ: John Wiley & Sons, Inc. US, 2007.
- Monks, Robert A. and G. Minow Nell. *Corporate Governance*. Malden, Mass: Blackwell Publishing Ltd., 2004.
- Swayne, Linda E., Jack W. Duncan, and Peter M. Ginter. *Strategic Management of Health Care Organizations*. 5th ed. Malden, MA: Blackwell Publishing Ltd., 2006.
- Harvard Business Review Paperback Series. *Harvard Business Review on Negotiation and Conflict Resolution*. Boston: Harvard Business School Press, 2000.
- Harvard Business Review Paperback Series. *Harvard Business Review on Corporate Governance*. Boston, MA: Harvard Business School Press, 2000.

Periodicals

You may click “Periodicals” or use the “Search” function on the home page to find the following periodicals.

Click on Periodicals> [EbscoHost](#)> [EBSCOhost Databases](#)

- “Shaping the Destiny of a Public Sector Enterprise.” By: Ramachandran, J.; Venkatesh, Vani; Sinha, Ashok. *IIMB Management Review*, Dec2006, Vol. 18 Issue 4, p339-347, 9p; (AN 23631648)

- “RISKY BUSINESS.” By: SIMONS, JOHN. *Fortune*, 9/4/2006, Vol. 154 Issue 5, p130-138, 6p, 3 charts, 3 graphs, 1 map, 2c; (AN 22052003)

Reference Resources

You may click “Reference Resources” or use the “Search” function on the home page to find the following reference resources.

- **CEO Express**
This is a portal to business news and Web sites.
- **EDGAR Database**
This database is a product of the U.S. Securities and Exchange Commission and consists of electronic filings by corporations to the SEC.
- **globalEdge**
From the Center for International Business Education and Research, Michigan State University, this site offers international business and country studies information.
- **World Trade Organization**
The World Trade Organization (WTO) is the only global international organization dealing with the rules of trade between nations.

Other References

The following resources can be found **outside** of the ITT Tech Virtual Library, whether online or in hard copy.

Books

- Carpenter, Mason A., and William Gerard Sanders. *Strategic Management: A Dynamic Perspective: Concepts*. Upper Saddle River, New Jersey: Pearson Prentice Hall, 2006.
- Davila, Tony, Marc J. Epstein, and Robert Shelton. *Making Innovation Work: How to Manage it, Measure it, and Profit from it*. Upper Saddle River, New Jersey: Pearson Prentice Hall, 2006.

Periodicals

- Daily news from the world of business can be found in *Businessweek* on the following Web site:
www.businessweek.com
- Global economy coverage, business and technology news, information on upcoming events, and news on executive life can be found in *Chief Executive* on the following Web site:
www.chiefexecutive.net
- Issues that are vital to the success of IT and business executives can be found in *CIO Magazine* on the following Web site:
www.cio.com
- Information on topics such as business, technology, stock markets, personal finance, and lifestyle can be found in *Forbes* on the following Web site:
www.Forbes.com
- Daily updates on business news and the financial market can be found in *Fortune Small Business* on the following Web site:
www.money.cnn.com
- Daily news and features commentary from our global network of correspondents can be found in *The Newsweek* on the following Web site:

www.msnbc.msn.com/id/3032542/site/newsweek/

- News about business and finance, latest managerial trends, and politics can be found in *Wall Street Journal* on the following Web site:

<http://online.wsj.com/public/us>

Web sites

<http://www.flbog.org/about/strategicplan/resources.php> State University System of Florida Web site that provides links to strategic management planning (accessed August 4, 2011)

- <http://www.stocktonchamber.org/resources/links.htm>

Useful World Wide Web links for business professionals (accessed May 17, 2007)

All links to Web references outside of the ITT Tech Virtual Library are always subject to change without prior notice.

Course Evaluation and Grading

Evaluation Criteria

The final grades will be based on the following categories:

CATEGORY	WEIGHT
Exercises	10%
Project	20%
Research Assignments	25%
Analyses	30%
Final Project	15%
Total	100%

Grade Conversion Table

The final grades will be calculated from the percentages earned in the course, as follows:

A	90–100%	4.0
B+	85–89%	3.5
B	80–84%	3.0
C+	75–79%	2.5
C	70–74%	2.0
D+	65–69%	1.5
D	60–64%	1.0
F	<60%	0.0

(End of Syllabus)

