ITT Technical Institute

BU4615
Business Policy

Onsite Course

SYLLABUS

Credit hours: 4.5

Contact/Instructional hours: 45 (45 Theory Hours)

Prerequisite(s) and/or Corequisite(s):
Prerequisites: FN3440 Corporate Finance or equivalent

Course Description:
This course focuses on the link between corporate governance and strategic management. Topics include exercises in developing corporate strategy and the roles of technology and innovation in an enterprise. Students will compare and contrast issues facing for-profit organizations, not-for-profit organizations and small businesses.
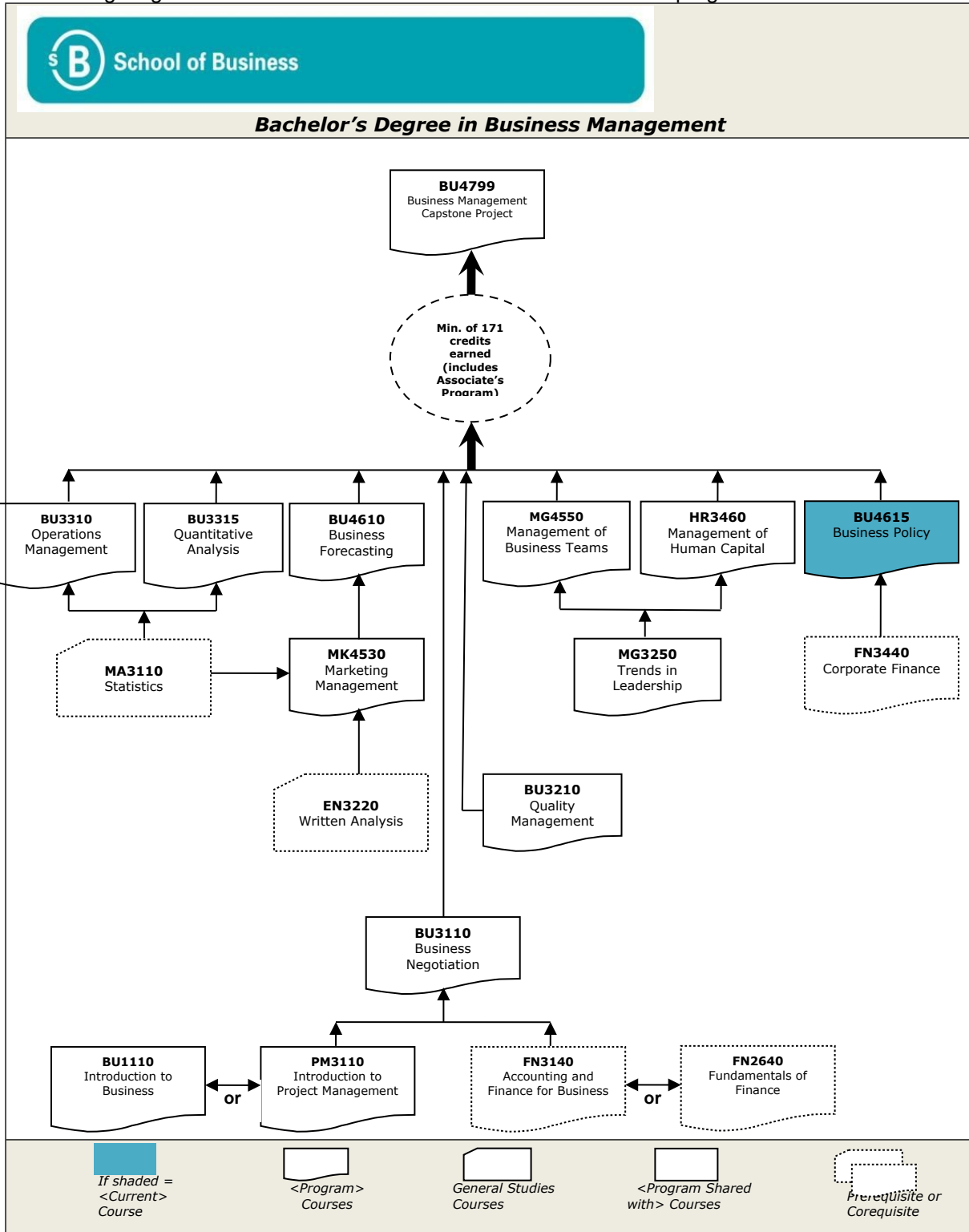

Outside Work:

For purposes of defining an academic credit hour for Title IV funding purposes, ITT Technical Institute considers a quarter credit hour to be the equivalent of: (a) at least 10 clock hours of classroom activities and at least 20 clock hours of outside preparation; (b) at least 20 clock hours of laboratory activities; or (c) at least 30 clock hours of externship, practicum or clinical activities. ITT Technical Institute utilizes a "time-based option" for establishing out-of-class activities which would equate to two hours of out-of-class activities for every one hour of classroom time. The procedure for determining credit hours for Title IV funding purposes is to divide the total number of classroom, laboratory, externship, practicum and clinical hours by the conversion ratios specified above. A clock hour is 50 minutes.

 A credit hour is an artificial measurement of the amount of learning that can occur in a program course based on a specified amount of time spent on class activities and student preparation during the program course. In conformity with commonly accepted practice in higher education, ITT Technical Institute has institutionally established and determined that credit hours awarded for coursework in this program course (including out-of-class assignments and learning activities described in the "Course Outline" section of this syllabus) are in accordance with the time-based option for awarding academic credit described in the immediately preceding paragraph.

Where Does This Course Belong?

The following diagram demonstrates how this course fits in the standard program:

School of Business

Bachelor's Degree in Business Management

BU4799
Business Management
Capstone Project

Min. of 171 credits earned (includes Associate's Program)

BU3310
Operations
Management

BU3315
Quantitative
Analysis

BU4610
Business
Forecasting

MG4550
Management of
Business Teams

HR3460
Management of
Human Capital

BU4615
Business Policy

MA3110
Statistics

MK4530
Marketing
Management

MG3250
Trends in
Leadership

FN3440
Corporate Finance

EN3220
Written Analysis

BU3210
Quality
Management

BU3110
Business
Negotiation

BU1110
Introduction to
Business

or

PM3110
Introduction to
Project Management

FN3140
Accounting and
Finance for Business

or

FN2640
Fundamentals of
Finance

*If shaded =
<Current>
Course*

*<Program>
Courses*

*General Studies
Courses*

*<Program Shared
with> Courses*

*Prerequisite or
Corequisite*

NOTE: *Refer to the catalog for the state-specific course and program information, if applicable.*

Course Summary

Major Instructional Areas

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

Detailed Topical Outline

1. Strategic Management and Corporate Governance
    1.1. Introduction to Strategic Management
        1.1.1. Phases of strategic management
        1.1.2. Benefits of strategic management
        1.1.3. Globalization and environmental sustainability as challenges to strategic management
        1.1.4. Theories of organizational adaptation
        1.1.5. The learning organization
        1.1.6. Basic model of strategic management
        1.1.7. Triggering events initiating strategy
        1.1.8. Mintzberg's modes of strategic decision making
        1.1.9. Strategic decision making process
        1.1.10. The strategic audit
    1.2. Corporate Governance
        1.2.1. Responsibilities of the board of directors and its role in strategic management
        1.2.2. Composition of the board of directors
        1.2.3. Agency theory versus stewardship theory
        1.2.4. Codetermination and interlocking directorates
        1.2.5. Trends in corporate governance
        1.2.6. Responsibilities of top management in strategic management
        1.2.7. Executive leadership and the importance of strategic vision

2. Ethics, Social Responsibility, and Industry Analysis
    2.1. Social Responsibility/Ethics
        2.1.1. Positions for and against social responsibility
        2.1.2. Importance of corporate stakeholders and stakeholder analysis
        2.1.3. Ethical decision making versus moral relativism
        2.1.4. Kohlberg's levels of moral development
        2.1.5. Codes of ethics and guidelines for ethical behavior
    2.2. Scanning the Societal Environment
        2.2.1. Environmental scanning
        2.2.2. Monitoring trends in the natural and societal environments
    2.3. Industry Analysis and Forecasting
        2.3.1. Identifying external strategic factors
        2.3.2. Industry analysis, including industry evolution, strategic groups, and hypercompetition
        2.3.3. Multidomestic and global industries
        2.3.4. Using key success factors to create an industry matrix
        2.3.5. Competitive intelligence
        2.3.6. Forecasting techniques, including industry scenarios
        2.3.7. The IFAS Table: A technique to summarize factors

3. Organization and Situation Analysis for Business Strategy

3.1. Organizational Analysis
    3.1.1. The resource-based view of the firm
    3.1.2. Core and distinctive competencies and VRIO framework
    3.1.3. Business models
    3.1.4. Industry and corporate value-chain analysis
    3.1.5. Basic concepts in organizational structure and culture
    3.1.6. Fundamental concepts from marketing, finance, R&D, operations, human resources, and information systems, such as product life cycle, technological discontinuity, experience curve, and autonomous work teams
    3.1.7. The IFAS Table: a technique to summarize internal factors
3.2. How to Do Case Analysis
    3.2.1. The value of financial analysis as a place to begin case analysis
    3.2.2. Understanding financial statements through the use of ratio analysis, common-size statements, and constant dollars
    3.2.3. The usefulness of Altman's bankruptcy formula and the index of sustainable growth
    3.2.4. Helpful economic measures, such as the consumer price index, prime interest rate, and gross domestic product
    3.2.5. The value of the strategic audit as a technique to improve case analysis
    3.2.6. Suggested case analysis methodology
3.3. Business Strategy
    3.3.1. Identifying a corporation's strategic factors using the SFAS Matrix
    3.3.2. Finding a propitious niche
    3.3.3. Using the TOWS Matrix to generate potential strategic alternatives
    3.3.4. Using the competitive strategies of lower cost and differentiation
    3.3.5. Competitive strategy, industry structure, and hypercompetition
    3.3.6. The use of offensive and defensive competitive tactics
    3.3.7. Using the cooperative strategies of collusion and strategic alliances

4. Corporate Strategy and Functional Strategy for Strategic Choice
    4.1. Corporate Strategy
        4.1.1. Directional strategy is composed of growth, stability, and retrenchment strategies
        4.1.2. Growth strategies: concentration in one industry via vertical or horizontal growth as well as growth outside of the industry via concentric and conglomerate diversification
        4.1.3. Stability strategies: pause/proceed with caution, no change, and profit
        4.1.4. Retrenchment strategies: turnaround, captive company, sell off/divestment, and bankruptcy/liquidation
        4.1.5. Two popular types of portfolio analysis: the BCG Growth-Share Matrix and the GE Business Screen
        4.1.6. Corporate parenting strategy
        4.1.7. Horizontal corporate strategy as a way to deal with multipoint competition
    4.2. Functional Strategy/Strategic Choice
        4.2.1. Definition of functional strategy
        4.2.2. Functional strategies in marketing, finance, R&D, operations, purchasing, logistics, human resources, and information systems
        4.2.3. Outsourcing functional activities versus vertical integration
        4.2.4. Strategies to avoid
        4.2.5. Strategic choice: methods, including corporate scenarios, used in selecting the best strategy
        4.2.6. Managing risk using real options
        4.2.7. Categorizing stakeholders with the Stakeholder Priority Matrix
        4.2.8. The use of consensus versus devil's advocate or dialectical inquiry
        4.2.9. Developing appropriate policies to fit the selected strategy

5. Strategy Implementation – Organizing, Staffing and Directing
    5.1. Organizing
        5.1.1. Typical strategy implementation problems

5.1.2. The Matrix of Change and the importance of synergy
5.1.3. Changes in strategy tend to lead to changes in structure
5.1.4. Stages of corporate development
5.1.5. The organizational life cycle
5.1.6. Matrix, network, and cellular/modular structures
5.1.7. Reengineering as strategy implementation
5.1.8. Six sigma, a program to reduce costs and improve quality
5.1.9. Job design as strategy implementation
5.1.10. Centralization versus decentralization of international activities
5.2. Staffing & Directing
5.2.1. Staffing requirements follow a change in strategy
5.2.2. Matching managers to the corporate or business unit strategy
5.2.3. Downsizing as a way to implement a retrenchment strategy
5.2.4. International issues in staffing
5.2.5. Assessing the compatibility of a new strategy with the existing corporate culture
5.2.6. Assessing cultural compatibility in mergers and acquisitions
5.2.7. Action planning, management by objectives, and total quality management
5.2.8. Hofstede's five dimensions of a nation's culture

6. Evaluation & Control
6.1. Evaluation & Control
6.1.1. The evaluation and control process
6.1.2. Tradeoffs among behavior, output, and input controls
6.1.3. Activity-based costing for evaluating valued-added activities
6.1.4. Shareholder value measures, such as EVA and MVA
6.1.5. The balanced scorecard approach
6.1.6. Using responsibility centers to identify the performance of organizational units
6.1.7. Benchmarking to compare one company's performance with that of another
6.1.8. Transfer pricing
6.1.9. Dysfunctional side effects of evaluation and control: short-term orientation and goal displacement
6.1.10. Guidelines for proper control
6.1.11. Strategic incentives: weighted-factor method, long-term evaluation method, strategic funds method

7. Managing Technology and Innovation
7.1. Technology and Innovation
7.1.1. Role of top management in managing technology and innovation
7.1.2. The value of lead users in co-development
7.1.3. The usefulness of market research
7.1.4. The roles of product and process R&D in innovation
7.1.5. In-house product development versus outsourcing technology
7.1.6. Technological competence
7.1.7. Categories of innovation
7.1.8. Building an entrepreneurial corporate culture
7.1.9. Corporate entrepreneurship as a way to boost innovation

8. Entrepreneurial Ventures, Small Businesses, & Not-for-Profit Organizations
8.1. Entrepreneurial Ventures and Small Businesses
8.1.1. Definition of small business firm versus entrepreneurial venture
8.1.2. Formality of strategic management and decision-making processes
8.1.3. Proposed strategic decision-making process for entrepreneurial ventures
8.1.4. Issues in corporate governance for an entrepreneurial venture
8.1.5. Drucker's sources of innovation
8.1.6. Factors affecting a new venture's success
8.1.7. Sub-stages of small business development

8.1.8. Transfer of power and wealth in family businesses
8.1.9. Problems with standard accounting and financial measures for small business firms and entrepreneurial ventures
8.2. Not-for-Profit Organizations
8.2.1. Definition of not-for-profit organizations and rationale for their existence
8.2.2. The importance of revenue source as the best way to differentiate not-for-profits from each other and from business firms
8.2.3. How sources of revenue affect the strategic management process in not-for-profits
8.2.4. How several key characteristics of not-for-profits affect strategy formulation, implementation, and evaluation and control
8.2.5. Popular not-for-profit strategies of strategic piggybacking, mergers, and strategic alliances

Course Objectives

1. Analyze the link between corporate governance and strategic management.
2. Use the strengths, weaknesses, opportunities, and threats (SWOT) analysis and the strategic factors analysis summary (SFAS) matrix to formulate strategic plans.
3. Develop a corporate strategy.
4. Analyze the needs of functional strategy and strategic choice.
5. Analyze the stages of development necessary for the success of an organization.
6. Illustrate organizational processes and decisions.
7. Analyze the role of technology and innovation in modern strategic management.
8. Identify the issues that not-for-profit and small businesses face in strategic management.

Learning Materials and References

Required Resources

Complete Textbook Package	New to this Course	Carried over from Previous Course(s)	Required for Subsequent Course(s)
Wheelen T. L., & Hunger, J. D. (2012). *Concepts in strategic management and business policy* (13th ed.). Upper Saddle River, NJ: Prentice Hall.	■		
Other Items	**New to this Course**	**Carried over from Previous Course(s)**	**Required for Subsequent Course(s)**
Corporation Simulation	■		

Recommended Resources

ITT Tech Virtual Library (accessed via Student Portal | https://studentportal.itt-tech.edu)

Books:
ITT Tech Virtual Library > Books > Books24x7
- Ashby, M. D. & Miles, S. A. (2002). *Leaders talk leadership: Top executives speak their minds*. New York, NY: Oxford University Press.
- Constantinos, M. (2000). *All the right moves: A guide to crafting breakthrough strategy*. Boston, MA: Harvard Business School Press.

- Harvard Business Review Paperback Series (2000). *Harvard Business Review on negotiation and conflict resolution*. Boston, MA: Harvard Business School Press.
- Harvard Business Review Paperback Series (2000). *Harvard Business Review on corporate governance*. Boston, MA: Harvard Business School Press.
- Hurwitz, J., Bloor, R., Baroudi, C., & Kaufman, M. (2007). *Service oriented architecture for dummies*. Hoboken, NJ: John Wiley & Sons, Inc.
- Monks, R. A., & Minow, G. N. (2004). *Corporate governance*. Malden, MA: Blackwell Publishing Ltd.
- Swayne, L. E., Duncan, J. W., & Ginter. P. M. (2006). *Strategic management of healthcare organizations* (5th ed.). Malden, MA: Blackwell Publishing Ltd.

Periodicals:
ITT Tech Virtual Library > Periodicals > EbscoHost Business Source Premier
- Ramachandran, J., Vani, V., & Ashok, A. (2006). Shaping the destiny of a public sector enterprise. *IIMB management Review, 18(4)*, 339-347, 9p; (AN 23631648)
- Simons, J. (2006). Risky Business. *Fortune*, *154(5)*, 130-138, 6p, 3 charts, 3 graphs, 1 map, 2c; (AN 22052003)

Reference:
ITT Tech Virtual Library > Reference > Additional Reference Resources > Business
- EDGAR Database
- Global Edge
- World Trade Organization

Other References

Reference
- CEO Express (http://www.ceoexpress.com/default.asp)

Books
- Carpenter, M.A., & Sanders, W. G. (2006). *Strategic management: A dynamic perspective: Concepts*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Davila, T., Epstein, M. J., & Shelton, R. (2006). *Making innovation work: How to manage it, measure it, and profit from it*. Upper Saddle River, NJ: Pearson Prentice Hall.

Periodicals
- Bloomberg Business Week: http://www.businessweek.com/

Daily news from the world of business
- Chief Executive.net: http://chiefexecutive.net/

Global economy coverage, business and technology news, information on upcoming events, and news on executive life
- CIO Magazine: http://www.cio.com.au/

Issues that are vital to the success of IT and business executives
- Forbes: http://www.forbes.com/

Information on topics such as business, technology, stock markets, personal finance, and lifestyle
- CNN Money: http://www.money.cnn.com/

Daily updates on business news and the financial market
- Newsweek Daily Beast: http://www.thedailybeast.com/newsweek.html

Daily news and features commentary from a global network of correspondents
- Wall Street Journal: http://online.wsj.com/public/us
  News about business and finance, latest managerial trends, and politics can be found in the Wall Street Journal.

NOTE: All links are subject to change without prior notice.

Information Search

Use the following keywords to search for additional online resources that may be used for supporting your work on the course assignments:

-
- Strategy implementation
- Staffing & directing
- Functional strategy
- Business strategy
- Six Sigma
- Managing risk
- Social responsibility
- Corporate governance
- Balanced scorecard
- Managing technology and innovation
- Financial analysis
- Strategic issues

Suggested Learning Approach

In this course, you will be studying individually and within a group of your peers. As you work on the course deliverables, you are encouraged to share ideas with your peers and instructor, work collaboratively on projects and team assignments, raise critical questions, and provide constructive feedback.

Use the following advice to receive maximum learning benefits from your participation in this course:

DO	DON'T
- Do take a proactive learning approach. - Do share your thoughts on critical issues and potential problem solutions. - Do plan your course work in advance. - Do explore a variety of learning resources in addition to the textbook. - Do offer relevant examples from your experience. - Do make an effort to understand different points of view. - Do connect concepts explored in this course to real-life professional situations and your own experiences.	- Don't assume there is only one correct answer to a question. - Don't be afraid to share your perspective on the issues analyzed in the course. - Don't be negative about the points of view that are different from yours. - Don't underestimate the impact of collaboration on your learning. - Don't limit your course experience to reading the textbook. - Don't postpone your work on the course deliverables – work on small assignment components every day.

Course Outline

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Unit 1: INTRODUCTION TO STRATEGIC MANAGEMENT

Upon completion of this unit, students are expected to:
- Recognize the importance of strategic management and decision making.
- Explain the benefits of strategic management.
- Describe the basic model of strategic management.
- Describe strategic decision-making models.
- Analyze the importance of and need for corporate governance in strategic management.
- Describe the role and responsibilities of a board of directors in corporate governance and the way the board affects a company's operation.
- Discuss the relationship between social responsibility and corporate performance.

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Out-of-class work:
9 hours

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<tr>
<td rowspan="2">**READING ASSIGNMENT**</td>
<td colspan="3">**GRADED ACTIVITIES / DELIVERABLES**</td>
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<tr>
<td>**Grading Category**</td>
<td>**Activity/Deliverable Title**</td>
<td>**Grade Allocation** (% of all graded work)</td>
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<tr>
<td rowspan="3">• Wheelen and Hunger, Chapter 1 (pp. 2-41), Chapter 2 (pp. 42-69)</td>
<td rowspan="2">Discussion</td>
<td>Unit 1 Discussion 1: Strategic Practice Exercise – Mission Statement</td>
<td>1.25%</td>
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<tr>
<td>Unit 1 Discussion 2: Strategic Practice Exercise – Best Manager</td>
<td>1.25%</td>
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<tr>
<td>Research Paper</td>
<td>Unit 1 Research Paper 1: Importance of Strategic Management</td>
<td>7.5%</td>
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Unit 2: ETHICS, SOCIAL RESPONSIBILITY, AND INDUSTRY ANALYSIS

Upon completion of this unit, students are expected to:
- Explain why people may act unethically.
- Describe different views of ethics according to the utilitarian, individual rights, and justice approaches.
- Analyze the importance of scanning as it relates to strategic management.
- Describe the aspects of an organization's environment.
- Discuss the competitive forces that influence the intensity of rivalry within an industry.
- Construct strategic group maps to assess the competitive positions of firms in an industry.
- Identify the key success factors and develop an industry matrix.
- Construct an external factors analysis summary (EFAS) table that summarizes external environment factors.
- Assess how a company's corporate culture might affect a proposed strategy.

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Out-of-class work:
9 hours

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READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 3 (pp. 70-93), Chapter 4 (pp. 94-135)	Discussion	Unit 2 Discussion 1: Strategic Practice Exercise – Social Responsibility and Ethics	1.25%
		Unit 2 Discussion 2: Industry Analysis of the Airline Industry	1.25%
	Research Paper	Unit 2 Research Paper 1: Competitive Intelligence Best Practices	7.5%

Unit 3: ORGANIZATIONAL ANALYSIS

Upon completion of this unit, students are expected to:

Out-of-class work: 9 hours

- Apply the resource view of a firm to determine its core and distinctive competencies.
- Use the value chain and the value, rareness, imitability, and organization (VRIO) framework to assess an organization's competitive advantage and how it can be sustained.
- Discuss how a company's business model can be imitated.
- Assess how a company's corporate culture might affect a proposed strategy.
- Scan functional resources to determine their fit with a firm's strategy.
- Construct an internal factor analysis summary (IFAS) table that summarizes internal factors.
- Identify and apply the basic concepts of the case method as a means of examining strategic management in action.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 5 (pp. 136-173) and Chapter 12 (pp. 364-376)	Discussion	Unit 3 Discussion 1: Can You Analyze a Corporation by Using The Internet?	1.25%
	Assignment	Unit 3 Assignment 1: Corporation – Simulation Practice Round	3%

Unit 4: SITUATION ANALYSIS FOR BUSINESS STRATEGY

Upon completion of this unit, students are expected to:

Out-of-class work: 9 hours

- 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.
- Organize environmental and organizational information by using a SWOT analysis and an SFAS matrix.
- Describe the strategic options a company can generate by using a TOWS matrix.
- Explain the competitive and cooperative strategies available to corporations.
- List the competitive tactics that accompany competitive strategies.
- Identify the basic types of strategic alliances.
- Identify and apply the basic concepts of the case method as a means of examining strategic management in action.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES

READING ASSIGNMENT	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 6 (pp. 174-203)	Discussion	Unit 4 Discussion 1: Companies That Use Porter's Four Competitive Strategies	1.25%
	Assignment	Unit 4 Assignment 1: Corporation – Simulation Decision Round 1	1%
		Unit 4 Assignment 2: Case Study – Starbucks Coffee Company: The Indian Dilemma	3%

Unit 5: CORPORATE STRATEGY

Upon completion of this unit, students are expected to:

- Discuss the three aspects of a corporate strategy.
- Apply the directional strategies of growth, stability, and retrenchment.
- Identify the difference between vertical and horizontal growth as well as concentric and conglomerate diversification.
- Identify the strategic options for entering a foreign country.
- Explain the concept of portfolio analysis.
- Apply a portfolio analysis that guides decisions in companies with multiple products and businesses.
- Develop a parenting strategy for a multiple-business corporation.

Out-of-class work: 9 hours

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 7 (pp. 204-235)	Discussion	Unit 5 Discussion 1: Strategic Practice Exercise – What Is the Future of Internet Publishing?	1.25%
	Assignment	Unit 5 Assignment 1: Case Study – The Wallace Group	3%
		Unit 5 Assignment 2: Corporation – Simulation Decision Round 2	1%

Unit 6: FUNCTIONAL STRATEGY FOR STRATEGIC CHOICE

Out-of-class work: 9 hours

Upon completion of this unit, students are expected to:

- Analyze the needs of functional strategy and strategic choice.
- Identify the functional strategies that can be used to achieve the organizational goals and objectives.
- Discuss which activities and functions should be outsourced in order to gain or strengthen advantages.
- Discuss which strategies to avoid and why.
- Construct corporate scenarios to evaluate strategic options.
- Use a stakeholder priority matrix to aid strategic decision making.
- Develop policies to implement corporate, business, and functional strategies.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES	
	Grading Category	Activity/Deliverable Title	Grade Allocation

			(% of all graded work)
• Wheelen and Hunger, Chapter 8 (pp. 236-267)	Exam	Midterm Exam	10%
	Discussion	Unit 6 Discussion 1: Strategic Practice Exercise – Analyze eBay's Situation	1.25%
	Assignment	Unit 6 Assignment 1: Corporation – Simulation Decision Round 3	1%

Unit 7: STRATEGY IMPLEMENTATION – ORGANIZING

Upon completion of this unit, students are expected to:

Out-of-class work: 9 hours

- Analyze the stages of development necessary for the success of an organization.
- Develop programs, budgets, and procedures to implement strategic change.
- Discuss the importance of achieving synergy during strategy implementation.
- List the stages of corporate development and the structure that characterizes each stage.
- Identify hindrances in changing from one stage to another.
- Explain how matrix and network structure support organizational strategies.
- Analyze when programs such as re-engineering, Six Sigma, and job redesign are appropriate methods of strategy implementation.

	GRADED ACTIVITIES / DELIVERABLES		
READING ASSIGNMENT	**Grading Category**	**Activity/Deliverable Title**	**Grade Allocation** (% of all graded work)
• Wheelen and Hunger, Chapter 9 (pp. 270-299)	Discussion	Unit 7 Discussion 1: The Icarus Paradox	1.25%
	Project	Project Part 1: Project Proposal (Assigned Unit 6)	5%
	Assignment	Unit 7 Assignment 1: Corporation – Simulation Decision Round 4	1%

Unit 8: STRATEGY IMPLEMENTATION – STAFFING AND DIRECTING

Upon completion of this unit, students are expected to:

Out-of-class work: 9 hours

- Illustrate organizational processes and decisions.
- Describe the link between strategy and staffing decisions.
- Discuss which manager is appropriate for which strategy.
- Discuss how to implement an effective downsizing program.
- Discuss important issues in effectively staffing and directing international expansion.
- Assess how a new strategy will affect a company's corporate culture.

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 10 (pp. 300-327)	Discussion	Unit 8 Discussion 1: Dollar General Corporation: 2011 Growth Expansion Plans	1.25%
	Project	Project Part 2: Cultural Exchange and Marketing Strategy (Assigned Unit 7) (e-Portfolio)	5%
	Assignment	Unit 8 Assignment 1: Corporation – Simulation Decision Rounds 5 and 6	1%
		Unit 8 Assignment 2: Corporation – Midterm Review Report	1%

Unit 9: EVALUATION AND CONTROL
Upon completion of this unit, students are expected to:
- Formulate an action plan.
- Describe the basics of a control process.
- Use the balanced scorecard approach to develop key performance measures.
- Apply the benchmark process to a function or an activity.
- Develop appropriate control systems to support specific strategies.

Out-of-class work: 9 hours

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Chapter 11 (pp. 328-361)	Discussion	Unit 9 Discussion 1: Case – TomTom: New Competition Everywhere!	1.25%
	Project	Project Part 3: Strategic Audit (Assigned Unit 8)	5%
	Assignment	Unit 9 Assignment 1: Corporation – Simulation Decision Rounds 7 and 8	2%

Unit 10: MANAGING TECHNOLOGY INNOVATION, ENTREPRENEURIAL VENTURES, SMALL BUSINESSES, AND NOT-FOR-PROFIT ORGANIZATIONS
Upon completion of this unit, students are expected to:
- Analyze the role of technology and innovation in modern strategic management.
- List the differences between successful and unsuccessful innovation.
- Describe the importance of lead users and market research as sources of new ideas.
- Identify the factors that support the innovation of ideas and products.
- Identify the issues that not-for-profit and small businesses face in strategic management.
- Differentiate between an entrepreneurial venture and a small business.
- Differentiate between an idea and an opportunity.
- Identify the sources of innovative concepts.
- List the characteristics of a typical entrepreneur.

Out-of-class work: 9 hours

READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• Wheelen and Hunger, Web chapters: www.pearsonhighered.com/wheelen > Web Mini-Cases and Chapters • Web Chapter A: Technology & Innovation (pp. A-1 to A-28), • Web Chapter B: Entrepreneurial Ventures & Small Businesses (pp. B-1 to B-24), and Web Chapter C: Not-for-Profit Organizations (pp. C-1 to C-15)	Discussion	Unit 10 Discussion 1: Case – Inner-City Paint Corporation	1.25%
	Project	Unit 10 Project Part 4: Final Proposal (Assigned Unit 9)	5%
	Assignment	Unit 10 Assignment 1: Corporation – Simulation Decision Rounds 9 and 10	3%

Unit 11: FINAL EXAM AND FINAL SIMULATION PRESENTATION Upon completion of this unit, students are expected to: • Demonstrate proficiency in all course learning outcomes.			Out-of-class work: 10 hours
READING ASSIGNMENT	GRADED ACTIVITIES / DELIVERABLES		
	Grading Category	Activity/Deliverable Title	Grade Allocation (% of all graded work)
• N/A	Exam	Final Exam	15%
	Project	Project Presentation	5%

NOTE: Your instructor may add a few learning activities that will change the grade allocation for each assignment in a category. The overall category percentages will not change.

Evaluation and Grading

Evaluation Criteria
The graded assignments will be evaluated using the following weighted categories:

Category	Weight
Assignment	20%
Project	25%
Discussion	15%
Research Paper	15%
Exams	25%
TOTAL	**100%**

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

Grade	Percentage	Credit
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

Academic Integrity

All students must comply with the policies that regulate all forms of academic dishonesty or academic misconduct, including plagiarism, self-plagiarism, fabrication, deception, cheating, and sabotage. For more information on the academic honesty policies, refer to the Student Handbook and the Course Catalog.

Out of Class Work

Unit Number	Title of Activity	Type of Activity	Estimated Time of Activity (minutes)
1	Chapters 1 and 2	Reading	270
1	Research Paper—Importance of Strategic Management	Assignment	275
2	Chapter 3 and 4	Reading	260
2	Research Paper—Competitive Intelligence Best Practices	Assignment	275
3	Chapters 5 and 12	Reading	270
3	Corporation – Simulation Practice Round	Assignment	275
4	Chapter 6	Reading	80
4	Case Study – Starbucks Coffee Company: The Indian Dilemma	Assignment	230
4	Corporation – Simulation Decision Round 1	Assignment	230
5	Chapter 7	Reading	80
5	Case Study – The Wallace Group	Assignment	230
5	Corporation – Simulation Decision Round 2	Assignment	230
6	Chapter 8	Reading	80
6	Midterm Exam	Exam Prep	60
6	Project – Part 1: Project Proposal	Project	200
6	Corporation – Simulation Decision Round 3	Assignment	200
7	Chapter 9	Reading	80
7	Project – Part 2: Cultural Exchange and Marketing Strategy	Project	230
7	Corporation – Simulation Decision Round 4	Reading	230
8	Chapter 10	Reading	80
8	Project Part 3: Strategic Audit	Project	230
8	Corporation – Mid Review Report	Reading	80
8	Corporation – Simulation Decision Rounds 5 and 6	Assignment	150
9	Chapter 11	Reading	80
9	Project – Part 4: Final Proposal	Project	230
9	Corporation – Simulation Decision Rounds 7 and 8	Assignment	230
10	WEB Chapters A, B & C	Reading	80
10	Group Assignment – Corporation Final Presentation	Assignment	230
10	Corporation – Simulation Decision Rounds 9 and 10	Assignment	230
11	Project – Presentation	Project	300
11	Final Exam	Exam Prep	300

(End of Syllabus)