

Governors State University  
College of Business and Public Administration

Course Number & Title: MGMT 469 Business Policy

Session: Spring/Summer 1996 Trimester  
T/R: 7:30-10:20 p.m., Block 2

Instructor: Dr. Bruce Fischer

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Office Hours: M/T/W/R: 6:30-7:30 p.m.  
(Room C3361)

Credit Hours: 3

**Catalog Description:**

This capstone course of the business administration curriculum is designed to integrate the various functional areas of business administration through readings and case discussions that apply the principles of management, finance, marketing, economics, production, accounting, personnel, etc., to solve business problems.

**Prerequisites:**

Last course in undergraduate program; open to degree-seeking CBPA students only.

**Textbook:**

Pearce & Robinson, Formulation, Implementation, and Control of Competitive Strategy, 5th edition, Irwin, 1994.

Strickland & Thompson, Cases in Strategic Management, 5th edition, Irwin, 1995.

**Expected Student Outcomes:**

Students who complete this course in Strategic Management should be able to:

1. Size up quickly and accurately the situation presented by identifying the core problems and/or issues and by evaluating management's strategy in relation to the environment, top-management values, societal expectations, the financial position of the organization, and so on.

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2. Analyze facts to identify opportunities and threats in the environment and the strengths and weaknesses of the organization so as to be able to appraise managerial behavior and/or prepare a situation audit useful in formulating, evaluating, and implementing policies and strategies.
3. Identify strategies that are appropriate to each situation and evaluate alternatives in terms of all relevant criteria; top-management values; societal expectations; internal financial, production, and technical capabilities; and so on.
4. Recommend specific courses of action by means of (when appropriate) detailed strategies and plans, taking into account organizational changes, financial requirements and implications, timing, personnel relations, and so forth.
5. Sharpen analytical skills acquired in functional areas - production, finance, marketing, operations research, personnel, etc. - in dealing with problems of the total organization. These skills integrate the knowledge a student has so that he or she can deal with a total enterprise.
6. Link theory and practice by developing an understanding of management tools and their limitations and applying this understanding in particular problem-solving situations. Within the strategic management area, decision makers can use a variety of tools. The student who can choose the most appropriate tools for analysis and accurately determine how far to employ them in a particular situation has a highly valuable and marketable skill.
7. Prepare written analyses of cases and recommendations for action. This presents an opportunity for both the instructor and the student to improve their writing, a skill that has a high market value.
8. Improve skills in making presentations - both speech-making and visual aid skills. You will be required to use PowerPoint, or equivalent, for your group presentation.

#### Group Project:

The class will be assigned into groups of four students each and each group will analyze the Union Camp Corp. case. The case will be typed, double-spaced, with a summary, contents page, appendices, tables, etc. The following publication will be helpful.

Strunk and White, The Elements of Style, McMillan & Co., 1962.

Each group will make an oral presentation of its case to the class.

The case analysis will be evaluated on the basis of:

1. Effectiveness of the written report, its organization and readability.
2. Originality of ideas in the analysis of the case.
3. Quality of research and evidence of intellectual effort.
4. Effective utilization of the principles of Strategic Management and its theory.
5. Effective oral presentation of the case analysis.
6. The potential of the recommendations to allow the organization to achieve its objectives.

Basis for Course Grade:

	<u>Points</u>
Final Exam	25
2 Quizzes @ 5 points each	10
Class Participation	10
Union Camp Corp. Case	25
3 Written Cases @ 10 points each	<u>30</u>
	100

Syllabus Statement for Persons with Disabilities:

It is the intention of the institution to support full participation of all students, regardless of physical ability level. Therefore, if any student needs consideration of his/her physical abilities in order to complete the course, please notify the instructor as soon as possible.

Date	Topic	Assignment
5/14	Introduction to Strategic Management	Ch. 1
5/16	Establishing Organizational Direction: Mission & Objectives Selected Sources of Secondary Information Campus Designs, Inc.	Ch. 2  Appendix Case 1
5/21	Environmental Analysis	Ch. 3
5/23	International Strategies Village Inn Library Visit	Ch. 4 Case 27
5/28	Environmental Forecasting Cineplex Odeon - <i>Written Case</i>	Ch. 5 Case 4
5/30	SWOT Analysis Phillip Morris Companies, Inc.	Ch. 6 Case 20
6/4	Strategic Alternatives Nucor Corporation - <i>Written Case</i>	Ch. 7 Case 12
6/6	Strategic Analysis Mary Kay Cosmetics, Inc.	Ch. 8 Case 30
6/11	Implementing Strategy Hush Puppies Chile	Ch. 9 Case 17
6/13	Leadership and Culture Waterford Crystal, Ltd.	Ch. 10 Case 32
6/18	Control Wal-Mart Stores, Inc.	Ch. 11 Case 29
6/20	Discussion of Michael Porter Tapes	
6/25 & 6/27	Case Presentations: Toyota Motor Corp. PepsiCo and the Fast Food Industry Texmark Int'l, Inc. E & J Gallo Winery	
7/2	<b>FINAL EXAMINATION</b>	