

College of Business and Public Administration
Governors State University

Mgmt 469 A BUSINESS POLICY
Spring/Summer, 2001

GSU ARCHIVES
Mgmt 469A
S/S 01

Instructor: Dr. Jun Zhao
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Class Time: 7:30 --10:20 pm Tuesdays and Thursdays (May 8 through June 26)
Credit Hour: 3
Office Hours: 10:00 am- 12:00 pm, Tuesdays and Thursdays
Instructor Web Page: <http://www.govst.edu/users/gszhao/index.htm>
Course Website: <http://webct.govst.edu>

Textbook:

Hill, C. W. L. & Jones, G. R. *Strategic Management Theory: An Integrated Approach*, 5th edition. Houghton Mifflin. 2000.

Smith, J. R. & Golden, P. A . *Corporation: A Global Business Simulation*, 3rd edition, Prentice Hall, 1998.

Course Description:

Business strategy and policy is a capstone course designed to develop students' abilities to integrate functional perspectives (i.e., management, accounting, finance, etc) toward the management of an entire firm. The approach taken, hence, is that of general managers and corporate level executives, not of an accountant, a market specialists, or even a corporate VP of finance. We will evaluate functional-level, business-level and corporate-level strategies and policies as they relate to the overall performance of the firm within its environment, through case studies and computer simulation project we perform in this class.

Prerequisites: Last course in undergraduate program; Open to degree seeking CBPA students only.

Course Objectives:

After taking this course, students should be able to:

1. Analyze facts to identify opportunities and threats in the environment and the strengths and

weaknesses of the organization in order to appraise managerial behavior and prepare a situation audit useful in formulating, evaluating and implementing policies and strategies.

2. Identify strategies that are appropriate to each situation, and recommend specific courses of actions by means of detailed strategies and plans;

3. Sharpen analytical skills acquired in functional areas in dealing with problems of the total organization.

4. Link theory and practice by developing and understanding or management tools and their limitations, and to apply this understanding in specific problem-solving situations.

5. Improve skills in making presentations, both written and oral.

6. Improve skills in group building and group management.

Class Preparation:

Students are expected to read the chapters and other materials assigned BEFORE they come to the class. It is also the students' responsibility to visit my instructional web site for this course to download the power point chapter notes before coming to the class. Use the notes to organize your preparation for each class, and be prepared to discuss the questions listed in the course schedule.

Course Policies:

1. All written assignments must use acceptable English grammar and style and must be professionally presented in a timely manner. Late assignments will be penalized by deducting certain amount of points at the instructor's discretion.

2. No make-up exam will be given to students who miss the mid-term. The student will have to take a comprehensive final instead.

Disability Statement:

Students who have a disability or special needs and require accommodation in order to have equal access to the classroom, must register with the designated staff member in the Division of Student Development. Please go to Room B1201 or call (708) 534-4090 and ask for the Coordinator of Disability Services. Students will be required to provide documentation of any disability when an accommodation is requested.

Course Activities:

Business Simulation (40%)

The class will be assigned into teams that will be responsible for running a company in a simulated real-world situation. Teams will have three to four members each, preferably from different majors. Detailed instructions will be given later in the trimester.

Each member of a team will receive the same grade for the activities related to the simulation, adjustable based on **peer evaluation** completed by each team member at the end of the semester. If your efforts were deemed inadequate by the majority of your teammates, your grade will be negatively affected. The exact penalty will be determined based on my observation of your efforts during the semester and the severity of your teammates' written evaluation of your performance.

Individual Case Analysis (10%)

There will be two individual case studies covering relevant areas of strategic management processes. You can choose any one of them to write a case analysis. Case material and detailed instructions for the case analysis will be handed to you later in the class.

Exams (40%)

There will be two exams covering textbook, readings, and lecture material. The exams will include multiple choice and essay questions.

If a student misses an exam due to illness or valid excuse, (s)he may make up the exam during the final exam period only. There will be no make up exams prior to that time.

Participation (10%)

Students are expected to attend all class sessions unless arrangements have been made with me in advance. You are expected to make meaningful contribution to the learning process in the classroom through various ways of participation- raising questions about points made in the textbook or the lectures, reacting to questions or comments of other students in the class, comments based on personal experiences, and sharing articles/information collected from outside sources which are related to the course material. Students should also participate in online discussions using e-mail, bulletin board, and chat rooms. Both the quantity and the quality of your participation will be used as the base for my judgement in this part of your grade. While no points will be given to attendance per se, you can not participate if you are not in the class.

Grading Procedure:

Exams (2).....	200
Case	50
Participation	50
Simulation.....	200

Strategic planning	50
Quantitative final results	50
Qualitative results	25
Audits & Presentation	75

TOTAL.....500

Letter grades will be determined according to the following:
A= 450–500, B = 400–449, C=350–399, D=300–349, F<300

Tentative Class Schedule

Date	Topics, Activities, Assignments	Discussion Questions
<i>Week 1</i> Tuesday 5/8	Introduction; Chapter 1. The Strategic Management Process; Chapter 2. Stakeholders and the corporate mission;	What's the relationship between intent, vision, and mission? What are the major stakeholders and how are their interest conflict?
Thursday 5/10	Ch.3. External analysis. Industry Analysis; Video: The Changing Environment for Central Michigan Community Hospital; Form groups	How do we segment the environment? What are the current trends that are changing business competition? How do we define an industry? What are the five forces? What are the limits of the five forces model? Do strategic groups exist?
<i>Week 2</i> Tuesday 5/15	Ch.4. Internal analysis: Resources, capabilities, and competitive advantage; Value chain analysis; Financial analysis.	What are resources? Why are intangible resources more important as a source of competitive advantages? What's core competency?
Thursday 5/17	No Class; Online Discussion	.
<i>Week 3</i> Tuesday 5/22	Case 1 due: Amazon.com: Expanding beyond Books; Exam 1.	
Thursday 5/24	Chapter 6: Business level strategy; Introduction to simulation	What are the generic strategies? How can they create competitive strategies?
<i>Week 4</i> Tuesday 5/29	Decision 1	
Thursday 5/31	Chapter 7: Competitive strategy and the industry environment; Strategic Planning due.	What are the strategic choices for companies in emerging, growth, shakeout, and decline stages?

Date	Activities/Assignments	Discussion Questions
<i>Week 5</i> Tuesday 6/5	Decision 2	
Thursday 6/7	Chapter 8: Strategy in the global environment	What drives company's international expansion? What are forces for local responsiveness and forces for global integration and how do they affect firm international strategy? How do firms choose from the various entry modes?
<i>Week 6</i> Tuesday 6/12	Decision 3	
Thursday 6/14	Chapter 9: Corporate level strategy; Chapter 10: Corporate Development;	What is vertical integration? What are the different types of diversification strategy? Why do companies pursue strategic alliances? How can we use portfolio analysis to guide corporate level decision making?
<i>Week 7</i> Tuesday 6/19	Decision 4	
Thursday 6/21	Case 2 due: Exam 2	
<i>Week 8</i> Tuesday 6/26	Presentation/Debriefing	