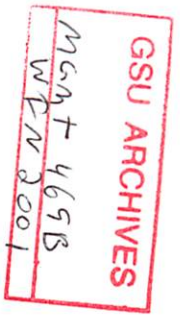


**Syllabus: Governors State University  
MGMT 469B: Business Policy**

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**Professor:** Dr. Dennis Kripp

**Term:** Winter 2001

**Location:** Governors State University @ University Park, IL.

**Office Hours:** Before and after class or by appointment.

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**Course Description:**

This is the capstone course of the B.A. in Business Administration. The course is designed to integrate the various functional areas of business and administration through case discussion that applies management, finance, production, marketing, economics, and accounting principles to solving business problems.

This course is about strategic management systems in action. The course will discuss the concept of a strategic framework for the organization, and the aligning of component and subsidiary parts of the organization into that framework, including both long-term and short-term enactment, accountability, and performance reporting. Discussions regarding the linkages between management processes and strategies will also be included. The challenge for each student will be to develop an understanding of what new management practices and behaviors will be needed to support a strategic management system.

**Course Materials: Readings/Business Cases:**

Hill, C.W. and Jones, G.R. 2001. *Strategic Management Theory, An Integrated Approach, 5<sup>th</sup> Ed.* Boston, Houghton Mifflin Co.

Smith, G.R. and Golden, P.A. 1999. *Corporation: Global Business Simulation. 3<sup>rd</sup> Ed.*, Upper Saddle River, N.J. Prentice Hall.

**Course Requirements:**

**Team Case Study: (30%) (Team/Group Effort)**

Students will work as teams on a business policy/strategic management case, which will be assigned by the instructor. Each team will prepare and present a 45-60 minute class presentation and discussion. Presentations will be evaluated on depth of research, quality of information, and quality of discussion.

### **Oral Presentation Guidelines:**

- The oral presentation will be reflected by part of the participation grade for each student. Therefore, it is important for each student to participate in presenting the case solution. Since this is a professional school, only a well-prepared presentation will be acceptable. It is expected that this will be of a quality that could be presented to your superior and his or her superiors. This is the type of presentation that is performed in organizations across the world be all levels of staff professionals and management. Be prepared for questions from the group.

### **Written Case Analysis Guidelines:**

- An explicitly written strategic issue statement of one to two sentences. Strategic issues can be significant problems that the organization is facing or market opportunities available to the organization.
- A one or two paragraph explanation of the strategic issue statement.
- Three reasonable alternatives for step one, with four or more advantages or more disadvantages listed for each alternative.
- An explicitly written statement choosing the best alternative as the solution.
- An explanation of the reasoning for your choice. Please do not restate the advantages. Discuss why this is the best choice. Specifically, how is it better than the other two alternatives? In what ways does it lead to the accomplishment of the organization's mission, financial, and strategic objectives. What strategy is used to accomplish or try to accomplish the above?
- Implementation and evaluation of the above:
  - Explain your implementation choice in detail...who, what, when, and how, etc.
  - Use your organizational background, professional experiences, and knowledge from previous courses to evaluate.
  - How do we know it will work? When will we know it?
  - Make appropriate concluding statements about the case. What was the sustainable competitive advantage? How is it sustainable? What special problems or issues could the implementation face?

### **Business Policy Paper 40%: (Individual Effort)**

Each student will write a Business Policy/Strategic Management subject matter paper, that compares their respective assigned oral presentation case to his or her own businesses or organization. The paper should identify the critical organizational elements and evaluate your own company against those criteria. Discuss the areas of success and the areas that can be improved. Develop a preliminary set of recommendations. While the topic is the student's choice, it is strongly recommended that the topic be checked out with the instructor. Minimum length is 8-10 pages, double spaced, 12-pitch font, and 1-inch margins.

### **Student Journal 15%: (Individual Effort)**

The student will analyze his or her own “organizational development” experiences based on each session’s course material. Students will receive journal questions after each session and will be expected to record their experiences and analysis in a personal journal. The analysis should include a thorough description of the workplace issues and how the student felt about the situation. Answers to the journal questions should be considered to critical points to be included in the course paper.

### **Business Simulation (15%): Team/Group Effort**

The business simulation will worked as teams starting about the middle of the course. Each team will be responsible for being prepared to discuss individual elements of the simulation with the class. Students will be graded on process and participation in the simulation.

### **Grading:**

Everything is to be graded pass/marginal/fail. To receive a grade of A, the student must satisfactorily complete and turn in, on time, the team case study, the course paper, the personal journal, the simulation, and participate in class discussions. To receive a grade of B, the student must complete the case study, the research paper, the journal, and participate in class. To receive a grade of C, the student must complete the team case study, the journal, and participate in class. To receive a grade of D, the student must complete the case study. Failure to complete any of the assignments will result in an F for the course.

### **Student Attendance:**

Student attendance is encouraged an expected. A student cannot participate if he or she is not present at class sessions. Participation is the voluntary offering of answers, theories, facts, opinions, and etc. on a daily basis by the student. Students who do not participate on a consistent basis will not receive a grade above a B. Excessive absence and/or the display of nonprofessional behavior, such rudeness or belittling other people’s theories or opinions, will reduce the course grade by at least one level. University policy will be followed in situations where a student is caught cheating on a project, paper, etc.

### **Homework Assignment Policy:**

The student should be prepared for each class session. All assignments are due as indicated on the syllabus or as announced in the class. The instructor takes the position that assignments can be changed with prior announcements as time constraints or other factors may dictate. Written assignments are expected to be word-processed with a title page and the appropriate headings and margins included. Charts and tables should be neatly drawn and labeled. Late assignments are not accepted with previous approval.

**Course/Assignment Schedule:**

<b>Date</b>	<b>Topic</b>	
<b>Jan 10</b>	Introductions/Course Orientation	
<b>Jan 17</b>	Ch. 1: The Strategic Management Process Ch. 2: Stakeholders and the Corporate Mission Start reading: "Corporation: A Global Business Simulation"	
<b>Jan 24</b>	Ch. 3: The Nature of Competitive Advantage Ch 4: Internal Analysis: Resources, Capabilities, Competencies, and Competitive Advantage	
<b>Jan 31</b>	Ch. 5: Building Competitive Advantage Through Functional Level Strategy Ch. 6: Business-Level Strategy	
<b>Feb 7</b>	Ch. 7: Competitive Strategy and the Industrial environment Ch. 8: Strategy in the Global Environment	
<b>Feb 14</b>	Corporation: A Global Business Simulation	
<b>Feb 21</b>	Corporation: A Global Business Simulation	
<b>Feb 28</b>	Ch. 9: Corporate Strategy: Vertical Integration, Diversification, and Strategic Alliances Ch. 10: Corporate Development: Building and Restructuring the Corporation Corporation: A Global Business Simulation	
<b>Mar 7</b>	Ch. 11: Designing Organizational Structure Ch. 12: Designing Strategic Control Systems Corporation: A Global Business Simulation	
<b>Mar 14</b>	Ch. 13: Matching Structure and Control to Strategy Ch. 14: Implementing Strategic Change Corporation: A Global Business Simulation	
<b>Mar 21</b>	<b>Student Case Presentation: (Small Business Cases)</b> <ul style="list-style-type: none"> <li>○ Artistic Impressions Inc. Developing an Entrepreneurial Growth Strategy</li> </ul>	
<b>Mar 28</b>	<b>Student Case Presentation: (Business Level: Domestic &amp; Global)</b> <ul style="list-style-type: none"> <li>○ Sun Microsystems Inc.</li> <li>○ Circus Circus Enterprises, Inc.</li> </ul>	
<b>Apr 4</b>	<b>Student Case Presentation: (Corporate Level: Domestic &amp; Global)</b> <ul style="list-style-type: none"> <li>○ ABB in China</li> <li>○ Nestle: Global Strategy</li> </ul>	
<b>Apr 11</b>	<b>Student Case Presentation: (Business Level: Domestic &amp; Global)</b> <ul style="list-style-type: none"> <li>○ America Online</li> <li>○ K-Mart: a Corporate Strategy Dilemma</li> </ul>	
<b>Apr 18</b>	<b>Course Wrap Up/Evaluations/</b> All assignments are due	