

WILLIAM PATERSON UNIVERSITY
CHRISTOS M. COTSAKOS COLLEGE OF BUSINESS
DEPARTMENT OF MARKETING AND MANAGEMENT SCIENCES
WINTER SESSION 2015 COURSE SYLLABUS

COURSE:	MGT 4600- 81 – BUSINESS STRATEGY AND POLICY – ONLINE		
Semester:	Winter Session 2015		
Credits:	3		
Prerequisites:	MGT 300, MKT 310 AND FIN 320		
Professor:	Solomon G. Nyaanga, Ph.D.	Meeting Days:	Sunday - Saturday
E-Mail:	NYAANGAS@WPUNJ.EDU	Meeting Times:	12:00am - 11:59pm. Room: Virtual
Office Hours:	24/7 by email only		

COURSE DESCRIPTION:

This class requires senior status and is the capstone course of the undergraduate business program. It concerns strategic management and strategic planning. You will utilize knowledge from past business courses you have taken, integrating management, accounting, economics, finance, production and operations, business law, and marketing, to name a few. In this course we will examine real corporations from varied perspectives in order to diagnose strategic problems.

This 3-credit course represents a case study approach to business decision-making that integrates functional and organizational disciplines. It examines a series of complex industrial situations in depth to determine in each instance the strategy and policies a firm should follow for its long-run survival.

Some of you may have had some work experience, and this may have led to you watching strategy unfolding in your organization. We hope that you will bring your insights to bear in making this a rewarding experience for all of us.

The course will involve substantial in-class interaction, a lot of research and a great deal of writing. In short, it will make substantial demands on your time and effort. Please study this outline carefully, and plan your time for the semester (or bail out) accordingly.

Please NOTE that this course 100% online. All communication will be online. You must log on to your Blackboard website at least 5 times a week. You must check or access the following Blackboard areas on a daily basis to keep track of the real-time status of the course:

- ❖ Announcement page
- ❖ Syllabus
- ❖ Course Material (For class notes, power point slides, and additional readings)
- ❖ Discussions (Participation and thread posting)
- ❖ Assignments (For assignments and tests)
- ❖ Group pages (For group work)

NOTE: I will communicate with each and every one of you via your official wpunj.edu email account

LEARNING OBJECTIVES:

Upon successful completion of this course, students should be able to:

- Describe the strategic-management process.
- Define and give examples of key terms in strategic management.
- Discuss the nature of strategy formulation, implementation, and evaluation activities.
- Identify numerous examples of organizations pursuing different types of strategies.
- Discuss Porter's generic strategies.
- Describe the nature and role of mission statements in strategic management.
- Identify the components of mission statement documents.
- Write a good mission statement.
- Discuss the major external forces that organizations encounter.
- Explain how to develop a Competitive Profile Matrix.
- Discuss key interrelationships among the functional areas of business.
- Identify the basic functions or activities that comprise management, marketing, finance, accounting, production/operations and research and development.
- Utilize financial ratios to determine strategies being employed by a firm.
- Explain how to develop and use a SWOT analysis, TOWS Matrix, BCG Matrix and the GE Nine-cell matrix.
- Explain the relationship of organizational structure to strategy implementation.
- Explain market segmentation and product positioning as strategy-implementation tools.
- Explain why pro forma financial analysis is a central strategy-implementation tool.
- Discuss the role of Research and Development in strategy-implementation.

REQUIRED TEXTS:

First Book

Strategic Management and Competitive Advantage, 5th ed. By Jay B. Barney and William S. Hesterley, ISBN 13:978 013 3127409 / ISBN 100 013 3127400 - Pearson Education Inc., publishing as Prentice Hall.

RECOMMENDED READING

You should also stay current with business issues by reading respected periodicals like the Wall Street Journal, the New York Times, and e-magazines i.e. Business Week, Fortune, Inc. Magazine, the Economist, and/or any strategy books and/or academic journals you may find on-line.

Due to the evolving nature of the topic, throughout the winter session, additional materials will be distributed electronically for further content and analysis if and when time permits

COLLEGE POLICIES

Academic Integrity Policy

William Paterson University does not tolerate any act of academic dishonesty, intentional or unintentional. A student who is involved in an academic dishonesty incident (as defined below) is subject to failure in the course for which the incident occurred.

Plagiarism

Plagiarism refers to representing words or ideas of another as one's own in any academic exercise without providing proper documentation of source.

Examples include, but are not limited to:

- Copying information from a source without using quotation marks and giving proper citation.
- Paraphrasing information from a source without giving proper citation.
- Representing another's intellectual work including but not limited to (1) audio- visual and computer based materials, slide presentations, computer files, (2) artistic compositions, graphic design, photographs, paintings and/or drawings.

It is the responsibility of the student to learn the correct APA method of documenting sources which will allow you to incorporate the works of others into your papers, reports and assignments. This information is available from the Library.

Facilitation

Facilitation refers to assisting any person in the commission of an academic integrity violation.

Examples include, but are not limited to:

- Allowing another student to copy one's answers during an examination.
- Giving another student one's assignment or paper.
- Taking an examination or writing a paper for another student.
- Signing an attendance sheet for a student who was not present in class.
- Providing to another person an examination or portions of an examination prior or subsequent to the administration of the exam.

Cheating

Cheating refers to intentionally using or attempting to use unauthorized materials, information or study aids in any academic exercise. Examples include, but are not limited to:

- Copying from another student's examination, homework assignment, computer program, report or project.
- Gaining or attempting to gain unauthorized access to examination materials.
- Using unauthorized notes, text or other aides during an examination or assignment.
- Looking at another student's exam before or during an examination.
- Possessing and/or using an electronic device that contains unauthorized information.
- Talking, whispering or using a cell phone during an examination.
- Submitting, without prior permission, any work submitted to fulfill another academic requirement at WPU or any other institution.
- Allowing another person to do one's work and submitting it as one's own.
- Having or providing unauthorized outside help when completing online tests or assignments.

Electronic Communication Policy

Please be aware that it is university policy that only university email addresses be used when dealing with university information. This includes sending information to students as well. Students have been reminded that for security purposes they should only use their school email account.

Unauthorized Collaboration

Unauthorized collaboration is working with another student(s) without the instructor's permission in the preparation of homework assignments, take-home exams, term papers, research projects, reports or projects or otherwise failing to abide by the instructor's rules governing the academic exercise.

Fabrication/Misrepresentations

Fabrication refers to the falsification, misrepresentation or invention of any information, data or citation in any academic exercise.

Misrepresenting or tampering with or attempting to tamper with any portion of one's transcripts or academic record, either before or after coming to William Paterson University. Example: forging a change of grade form, tampering with computer records, falsifying or omitting academic information on one's application or resume, etc.

DEPARTMENT OF MARKETING & MANAGEMENT SCIENCES POLICIES

Attendance – Via Login, participate, post in discussion board discussions frequently

Students are expected to login frequently and participate in all required online blackboard discussion board forums, complete and submit written assignments as required. You must login early in the day to participate by responding to the posted discussion forum question and responding to two other posts by your classmates. Be courteous and professional when you take a contrary view of any post by any of your classmates. **Emails to your instructor about planned absences are not required.**

Repeated absences have a direct impact on your grade. **Late Work/Assignments/Assessments**

- ❖ The Marketing & Management Sciences Department, as a rule, does not permit the submission of late work. Should you be late to login, contribute or miss a class for any reason, you must notify team members prior to the absence, if possible.
- ❖ No late assignments or discussion posts will be accepted for any reason....
- ❖ Daily chapter assessments must be completed and submitted electronically via blackboard

Opportunities to make up missed work **are not** available.....do not count on it. Work schedule conflicts, including business trips, school trips, sports events (either personal or school related) are never a valid reason for missing a scheduled post or submission of any assignment including exams, and other write ups that have deadlines. Failure to adhere to these policies would automatically lead to failing grades each time. Requests for make-up opportunities are **NOT** granted under any circumstances.

Submission of Assignments:

1. All assignments must be submitted electronically (via blackboard). They will be graded (via track changes in word 2010) and returned back to you (via blackboard). You must check the

content of all assignments before sending – **I do not** fix, review, search, or convert any files which are unreadable or corrupt. Students **MUST TRACK DOWN THE GRADING OF THESE ASSIGNMENTS VIA BLACKBOARD.**

COURSE ASSIGNMENTS AND GRADING EVALUATION CRITERIA

▪ Participation – Online Discussion boards	25%
❖ Weekly individual write-ups - Assignments	15%
❖ Graded Homework Assessments (GHAs) – Exams	30%
❖ Mini-Capstone Research Paper – To be uploaded (Individual Effort)	10%
❖ Research Paper – Final Write up	20%
Total Quality Points	100%

<i>Percentile</i>	<i>Letter Grade</i>
94 – 100	A
90 – 93	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
70 – 76	C
68 – 69	C-
65 - 67	D
Below 65	F

No grade disputes, requests for grade explanations, and /or missing work will be addressed after the term. All inquiries MUST be handled during the term.

PARTICIPATION

Class Participation and Attendance:

This is a participation-intensive online course that requires you to give feedback to your peers, bring up new and current issues in the discussion forum - Blackboard and facilitate participation by others. You

are expected to demonstrate a solid level of writing and analytical skills. Needless to say, quality of participation will be judged far more favorably than quantity of participation.

We encourage broad-based reading and discussion of current issues in the business press that especially deal with business policy and strategy. *Bringing up issues from the current business press will be viewed as a demonstration of keen interest in the class, and will count favorably for your participation grade.* You are also encouraged to openly discuss what you have learned in class, or from your **Professional Enrichment** seminars if you have attended any in the past.

Feel free to use internet-based sources to support your viewpoints in your discussion posts both for main post and two responses...You must have a total of **THREE** Discussion Posts to meet the discussion requirement and the full total quality points allotted to the forum and thread.

Very Important:

Please note that this is an interactive learning via online blackboard-based platform.

- ❖ Over the period of the winter session, participation and written submissions have a window that runs from 12:00 am to 11:59pm daily
- ❖ Last posts should and must be before or at 11:59pm...after this window closes, the submission and discussion links expire and cannot be activated.

Every homework assignment/written work must be created in a Microsoft Word Document and is to include the following information:

1. The first and last name is to appear in the upper right hand side of the first page
2. Type the course name and section on the second line
3. The assignment number and/or Case name and due date

All written assignments must demonstrate a substantive learning curve. Write creatively and analytically...drive home a point that you, your classmates and professor would be proud of..

Every homework must be submitted electronically using its respective designated Assignment link in assignments folder link.

Class time starts 12:00 AM to 11:59 PM daily for the duration of winter session

COURSE OUTLINE BY SESSION/DATE

Date	Topic / Activity	Chapter
<u>Session 1</u> December 26	<p>Formal Introduction: Self-introduction: Via BB discussion forum-</p> <ul style="list-style-type: none"> • Your name • Major and why that major • Your expectations • Expected graduation year • Share any online experiences with the class <p>Introduction to online learning environment – Course Overview Meet with your Assigned Group</p> <p>Syllabus Review Due @11:59pm</p>	Online
<u>Session 2</u> December 27	<p>What Is Strategy and the Strategic Management Process?</p> <ul style="list-style-type: none"> • Read the chapter • Incorporate PowerPoint slides in your reading • Complete and post discussion board question requirement • Read end of chapter case study and answer any <u>ONE</u> question of your choice. 	1
<u>Session 3</u> December 28	<p>Evaluating a Firm’s External Environment</p> <ul style="list-style-type: none"> • Read the chapter • Incorporate PowerPoint slides in your reading • Complete and post discussion board question requirement • Watch video and write a one-page summary/Synopsis 	2
<u>Session 4</u> December 29	<p>Evaluating a Firm’s Capabilities</p> <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete and post on discussion board • End of chapter case study – answer any <u>TWO</u> questions • Due @11:59pm 	3
<u>Session 5</u> December 30*	<p>Exam #1 [Multiple choice]</p> <p>Complete blackboard-based exam questions on chapters 1-3 Exam questions located in blackboard assignments link</p> <p>DUE 12/30/2015 @11:59pm</p>	1, 2&3

<u>Session 6</u> December 31	Read any literature on any corporation that you believe has competitive advantage over others in its industry and explain why that is the case....Use chapters 1-3 for this individual write up.	Reflection and Application
<u>Session 7</u> January 01	Happy New Year – Watch any movie of your choice about strategy and competitive advantage.....Analyze it and demonstrate any possible relevance to the course material. Discuss any lessons learned from the movie...who were the main characters and did they deliver the message? Why or why not? Due@11:59pm	Reflection via movie
<u>Session 8</u> January 02	Cost Leadership <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Read end of chapter case study and answer any ONE question of your choice • Due@11:59pm 	4
<u>Session 9</u> January 03	Product Differentiation <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete, participate, and post on discussion board • Watch video posted in course material and write a synopsis • Due@11:59pm 	5
<u>Session 10</u> January 04	Vertical Integration <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Read end of chapter case study and answer any TWO questions of your choice 	6
<u>Session 11</u> January 05	Exam #2 [Multiple choice] Complete blackboard-based exam questions on chapters 4-3 Exam questions located in blackboard assignments link DUE 01/05/2015 @11:59pm	4,5&6
<u>Session 12</u> January 06	Corporate Diversification <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Watch posted video and write a One-page Synopsis • Due @11:59pm 	7

<u>Session 13</u> January 07	Organizing to Implement Corporate Diversification <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Read and end of chapter case study and answer any <u>ONE</u> question of your choice • Due @11:59pm 	8
<u>Session 14</u> January 08	Strategic Alliances <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Watch posted video and write a one-page synopsis • Due @11:59pm 	9
<u>Session 15</u> January 09	Mergers and Acquisitions <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Read and end of chapter case study and answer any <u>TWO</u> question of your choice • Due @11:59pm 	10
<u>Session 16</u> January 10	International Strategies <ul style="list-style-type: none"> • Read the chapter • Review PowerPoint slides • Complete/participate and post on discussion board • Watch posted video and write a one-page synopsis • Due @11:59pm 	11
<u>Session 17</u> January 11	Mini-capstone individual research paper on an approved topic related to corporate strategy and policy – Develop it based on your understanding of the course content as per the chapters covered Submit a Topic with a Thesis Statement for approval	N/A
<u>Session 18</u> January 12	Mini-capstone research continued Use APA format.....see library or blackboard templates on how to cite	N/A
<u>Session 19</u> January 13	Final Research Paper - Minimum 10 pages double-spaced Individual assignment Due @11:59pm	N/A
<u>Session 20</u> January 14	FINAL EXAM [Multiple Choice] Blackboard-based exam on chapters 7, 8,9,10&11	7-11

- For Example: December 26, 2015 – Class begins at 12:00 AM and ends December 26th 11:59 PM...**All posted and scheduled assignments must be completed within the time frame above or else you risk losing quality points.**

Need help completing writing assignments for this course:

Message from the Writing Center:

The Writing Center (www.wpunj.edu/writing-center) provides one-on-one tutoring for anyone in the university community working on any kind of writing in any stage of development. Tutorial sessions typically take thirty minutes to an hour. We can work with you on papers, reports, proposals, etc. and can help you with issues such as outlining, thesis, organization, business formats, style, transitions, citing, and grammar, as well as helping you learn to proofread your own writing. Our aim is not just to produce a better piece of writing; it's to produce a better writer. We are at Atrium 128 and VR 3048.