

Course Code & No. - Section:	MGMT430 – Section 1
Course Title (Credits):	Business Policy & Strategy (3)
Term & Year:	Fall / 2014
Course Ref. No. (CRN):	80135
Instructor:	Richard S. Normington, DHL MS, CMC
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Office:	TCES, room 222
Office Hours:	See calendar on office door
Class Meeting Time:	TuTh 11:30-12:45
Location:	TCES 215
Prerequisites:	Senior standing; completion of all lower division Bus Core courses and at least 2 upper division Business Core courses
Corequisites:	None

Instructor's Profile: Before beginning a second career in higher education, Professor Normington spent 30 years in the telecommunication industry as an engineer, network operations manager, sales manager, account manager, antitrust case manager, product developer, product management director, division sales manager and senior executive in a wide variety of disciplines, including sales and marketing, corporate strategy, international business development, and public policy. He began teaching as an adjunct professor in 2001 and joined SNC in Fall 2005. He became SNC's Harold Walter Siebens Entrepreneurship Chair in 2008, Dean of Continuing and Online Education in 2008, and Business Department Chair in 2009. He was named Dean of Business in 2012 after relinquishing the Dept Chair position. He earned a BA in Political Science from UC Davis, did graduate work in business at Long Island University, received his MS in Advanced Business Management from Pace University in New York City, and an honorary Doctor of Humane Letters from SNC in 2012. He is also a Certified Management Consultant and has served on several boards of directors, including the Nevada Center for Entrepreneurship and Technology and the California State Summer School for Mathematics and Science.

The Mission Statement

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the **liberal arts** and **professional preparedness** through an interdisciplinary curriculum that emphasizes **entrepreneurial thinking** and environmental, social, economic and educational **sustainability**. [Note: SNC's four core themes are emphasized in **bold** text.]

Course Description

This comprehensive senior capstone course builds on the Business Department core courses. Strategic analysis, strategy formulation, and strategic implementation are taught with emphasis on the application of business knowledge through case analyses and active class engagement.

Student Outcomes

Upon successful completion of this course, a student will be able to:

1. Define and analyze the strategy of a company including: assessing the company's business position within the industry environment, long-term direction, resources, competitive capabilities, and opportunities for gaining sustainable competitive advantage (entrepreneurial thinking).
2. Craft a business strategy by evaluating strategic options using 'what if' analysis to evaluate alternatives, and making sound strategic decisions.
3. Conduct an industry analysis and explain the competitive challenges of a global business environment.
4. Explain the range of actions managers can take to lead and promote strategy execution, and participate as an effective member of a strategy implementation team.
5. Integrate the knowledge gained in earlier core courses in the business department curriculum and explain

why the different parts of the business need to be managed cohesively for the organization to be sustainably successful (sustainability).

6. Improve managerial judgment, business risk assessment and decision-making skills for achieving effective outcomes (professional preparedness).
7. Increase awareness of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.

Methods of Assessing Student Outcomes

Student outcomes will be assessed using the following:

1. formal mid-term and final examinations emphasizing application of knowledge and principles learned in the classroom, and through reading as well as self-directed research;
2. written individual and group assignments on specific course topics and/or integrating multiple course elements;
3. classroom presentations, discussions and participation;
4. Class Preparation Assignments and personal initiatives.

Instructional Strategies

The desired student outcomes of this course are heavily oriented toward understanding, implications, and application. Consequently, classroom discussion and activities will emphasize these three outcomes. Since it is assumed that students in the course can read the material presented and explained in the required text, in-class lectures will be kept to a minimum and will primarily serve to clarify or amplify material explained in the text. Therefore, it is essential and expected that all students will have completed any required reading or assigned work prior to the class session(s) to which it pertains. Not all material appearing in the textbook(s) may be covered in class or in assignments, but all such material is eligible for inclusion in the mid-term or final exams. Individual and group assignments, case discussions and other in-class activities will provide students with an opportunity to enhance their understanding of concepts and their implications and to learn how to apply these concepts to real-life situations. Students requiring additional help with course material are encouraged to contact the instructor.

Required Texts and Materials

1. *A Guide to Structured Critical Thinking and Problem Solving* (PDF posted on class Moodle site).
2. *Competing for Advantage, Third Edition*; Hoskisson, Hitt, Ireland & Harrison; South-Western Cengage Learning, 2013; ISBN-13: 978-0-538-47516-7

Related Texts and Materials

Handouts/resources posted on course Moodle site.

Special Accommodations (ADA) Statement

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at (775) 831-1314 x7534, hconover@sierranevada.edu or go to the OASIS offices on the third floor of Prim Library within the first week of the semester.

The SNC Email System

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year.

Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account.

Attendance

Attendance at all class sessions is mandatory. Missed classes will cause a 1-point reduction in both participation and attendance for each class missed. In addition, no more than three (3) unexcused absences may be incurred without an additional grade reduction penalty. **Each** unexcused absence past the third will result in the reduction of approximately one-third of a grade point of the grade otherwise earned. In other words, an "A-" will be reduced to a "B+," "B+" will be reduced to a "B," An unexcused absence is any absence for which the instructor has not given advance confirmation of "excused." All work is due on the date published on the syllabus or otherwise communicated, irrespective of whether an absence on the due date is excused or unexcused. Late assignments will incur late penalty deductions of approximately 5% per day beyond the date due or otherwise negotiated with the instructor. Tardy arrival in class or early departure without advance notice will result in a reduction of participation points.

Grading Policy

This is an upper division course and expectations are set accordingly. Progress toward achieving course objectives will consider both familiarity with, and ability to apply, relevant course concepts. Course grades will be calculated as follows:

Course Component	Grade Points
Attendance	60
CPAs/Personal Initiative Reflective Journals, etc.	120 (may earn up to 60 extra credit points)
Group Project	
Paper	250 (due 10/28)
Presentation	50
Peer Assessment	50
Individual Strategic Plan	250 (due 11/18)
Presentation	50
Final Exam	<u>150</u>
	1000

Written assignments: In this course, as in the business world, the quality and professionalism of the language and presentation of written and presented work will count. Papers with substantial grammar, spelling, or word-choice errors will suffer. The level of formality of writing and presentation should be business-appropriate and slang or vernacular expressions are to be avoided. Students for whom English is a second language or who require accommodation based on documented need should see the instructor. **All students are encouraged to submit draft work for review and comment whenever time allows. Papers should use the APA formatting template posted on Moodle. Papers will be graded using the SNC Common Rubric for Written Communication.**

Late assignments will be penalized 5% for each day the assignment is late and missed exams will be assigned a zero grade unless prior arrangements are made with the instructor. In extremely unusual cases, these penalties may be waived at the instructor's discretion in cases of documented serious circumstances clearly beyond the student's control.

Oral presentations will be graded using the SNC Common Rubric for Oral Communication

Sanctions for Cheating and/or Plagiarism - The Honor Code

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore faculty and students accept

responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

Consequences of Violating the Student Honor Code

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the Honor Code become part of a student's academic record.

1st Offense: Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.

2nd Offense: Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.

3rd Offense: Student is expelled.

Description of Course Assignments and Projects

1. **Team project** – develop a strategic plan for an organization of the team's choice. Submit a detailed strategic plan and present to Board of Directors/Trustees.
2. **Individual assignment** – articulate a vision of success for your personal life 10 years after graduation; develop specific measureable goal statements; create a TOWS (SWOT) analysis; draft a detailed strategic plan for achieving the desired end state. Submit it in written form; present it to the class.
3. **Course Preparation Assignments (CPAs)**: Students will submit a written-up CPA on the reading assigned for each class. Each CPA should (1) identify the most important learning points in the assigned reading, AND (2) explain in a few sentences why they consider each point important. Students wishing to submit write-ups of CPAs for additive Personal Initiative credit are encouraged to revise their responses AFTER each class. Supplemental means of accumulating CPA/Personal Initiative points are to (1) submit Reflective Journals focused on supplemental reading, films, articles, events, etc. related to the application or failure to apply creativity and innovation to enhance the economic sustainability of an organization, and (2) submit a one-page report of the key learning points of classmates' team or individual presentations.

Disclaimer - If any part of this syllabus violates Sierra Nevada College policy or any other governing policy, that policy will take precedence.

Class Schedule

The order of topics, tests, assignments etc. is presented in the table on the following page. This represents the course plan. While every effort will be made to adhere to the following timetable, slow or fast progress, student interests, or unexpected events such as guest speakers may change this timetable.

	Date	Preparation / Assignments Due	Topic
1	8/19	Purchase textbook; download Guide to Critical Thinking from Moodle and save for ongoing use/reference	Course overview; overview 'Guide'; review of syllabus and assignment deliverables; discussion re 'what is strategy' and the planning process. Strategic success = sustainably satisfying the needs of key stakeholders, e.g. consistently producing net income (revenue less costs) that is greater than that of the industry average
2	8/21	CPA: Competing chs 1 & 2	Discussion of current day strategic challenges and role/importance of mgmt./leadership – internal influences. SWOT/TOWS
3	8/26	CPA: Competing ch 3	Anatomy of a strategic plan; environmental analysis – external influences
4	8/28	CPA: Competing ch 4	Environmental influences: resources, capabilities; core competencies (GTG Hedgehog)
	9/2	Compile list of 3-5 organizations that made strategic blunders or missed key opportunities	Discussion of findings. Organize project teams: prepare charter
5	9/4	Download Alternative Strategies handout from Moodle	Creating competitive advantage: generic strategy options
6	9/9	CPA: Competing ch 5 & 6	Grand Strategies
7	9/11	CPA: Competing ch 8	Grand strategies – corporate level
8	9/16	CPA: Competing ch 7	Grand strategies – cooperative
9	9/18	Teams choose research topic in preparation for in-class project plan development	Team project work day
10	9/23	Submit team project plan	Grand strategies – financial distress
11	9/25		Team project work day
12	9/30	Read Shomei case study material	Group discussion of Shomei Greeting Cards case study
13	10/2	CPA: Shomei's strategic options	Discuss recommendations for Shomei
14	10/7	Research RIM/Blackberry situation. CPA = summary of current situation	Case discussion: RIM/Blackberry
15	10/9		Team project work day
16	10/14	Research AT&T/DirectTV M&A. CPA = summary of situation	Discussion: is the acquisition a good idea? Why or why not.
17	10/16	TBD	
18	10/21	TBD	
19	10/23	TBD	
20	10/28	Team projects due	Team presentations
21	10/30	CPA: critique of 10/28 presentations	Team presentations
22	11/4	CPA: critique of 10/30 presentations	Team presentations
23	11/6	CPA: critique of 11/4 presentations	Discussion of presentation critiques
24	11/11	TBD	
25	11/13	TBD	
26	11/18	Individual Strategic Plans due	Presentations
27	11/20	Critique of 11/18 presentations	Presentations
28	11/25	Critique of 11/20 presentations	Presentations
	11/27	Thanksgiving Holiday Break	

29	12/1	Critique of 11/25 presentations	Presentations
30	12/8	Critique of 12/1 presentations	Course synthesis
30	12/12	Final exams due	Remaining individual presentations.