

<b>Course Code &amp; No. - Section:</b>	MGMT430 – Section 1
<b>Course Title (Credits):</b>	Business Policy & Strategy (3)
<b>Term &amp; Year:</b>	Spring / 2015
<b>Course Ref. No. (CRN):</b>	80232
<b>Instructor:</b>	Ted A. Parkhill, BA, MBA
<b>Phone(s):</b>	Cell: 561-212-6127 (8am - 5 pm); Office: 775-831-2287
<b>Email:</b>	<a href="mailto:tparkhill@sierranevada.edu">tparkhill@sierranevada.edu</a>
<b>Office location:</b>	TCES – office in the Business Department
<b>Office Hours:</b>	By appointment only; M-W from 4pm – 5pm or T-TH 11:30am – 12:30pm.
<b>Class Meeting Time:</b>	Tuesday/Thursday 10:00 am –11:15 am
<b>Location:</b>	TCES #206
<b>Prerequisites:</b>	Senior standing; completion of all lower division Bus Core courses and at least 2 upper division Business Core courses
<b>Corequisites:</b>	None

### **Instructor's Profile:**

Mr. Parkhill has over 20 years of management experience in the investment business. He is a founding partner of global macro investment manager Incline Investment Management, LLC (IIM). He is registered with the National Futures Association as a Principal and Associated Person of IIM. Mr. Parkhill also provides strategic consulting services to hedge funds and investment start ups through his consulting firm Parkhill Financial, LLC.

Prior to IIM he was the director of marketing for Zazove Associates, an Incline Village based, multi-billion dollar quantitative convertible securities manager. He was a senior marketing executive at John W. Henry & Company; one of the original Commodity Trading Advisors. He was also Managing Director of a small Commodity Trading Advisor in 2007. Before joining the alternative investment space in 2001, Mr. Parkhill spent over ten years in various sales and marketing management roles in the mutual fund industry, notably with Ivy Mackenzie in the U.S. and with Investors Group in Canada. He began his career as an investment analyst with Great-West Life.

Mr. Parkhill earned his MBA from Cornell University with concentrations in Finance and Marketing. He received a B.A. in Economics and Commerce from the University of Manitoba. He holds his Series 3 and Series 30 licenses and has earned the CFP designation. He is married with three children and resides in Crystal Bay, Nevada.

### **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 examination 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.
5. Final Strategy case presentation.

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

## Related Texts and Materials

Handouts/resources posted on course Moodle site (in theory).

### 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](mailto: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:

<b>Course Component</b>	<b>Grade Points</b>
Attendance	5
Class Participation	5
CPAs/Personal Initiative Reflective Journals, etc. (may earn up to 6 extra credit points)	15
Group Project	
Paper	15 (due April 2 <sup>nd</sup> )
Presentation	10
Peer Assessment	5
Individual Strategic Plan	25 (due April 23 <sup>rd</sup> )
Presentation	10
Strategy Assessments (Final Exam)	<u>10</u>
	100

**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.

1<sup>st</sup> 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.

2<sup>nd</sup> 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.

3<sup>rd</sup> 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	Jan. 20/15	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	Jan. 22/15	CPA: Competing chs 1 & 2	Discussion of current day strategic challenges and role/importance of mgmt./leadership – internal influences. SWOT/TOWS
3	Jan. 27/15	CPA: Competing ch 3	Anatomy of a strategic plan; environmental analysis – external influences
4	Jan. 29/15	CPA: Competing ch 4	Environmental influences: resources, capabilities; core competencies (GTG Hedgehog)
	Feb. 3/15	Compile list of 3-5 organizations that made strategic blunders or missed key opportunities	Discussion of findings. Organize project teams: prepare charter
5	Feb. 5/15	Download Alternative Strategies handout from Moodle	Creating competitive advantage: generic strategy options
6	Feb. 10/15	CPA: Competing ch 5 & 6	Grand Strategies
7	Feb. 12/15	CPA: Competing ch 8	Grand strategies – corporate level
8	Feb. 17/15	Teams choose research topic in preparation for in-class project plan development	Team project work day
9	Feb. 19/15	CPA: Competing ch 7	Grand strategies – cooperative
10	Feb. 24/15	Submit team project plan	Grand strategies – financial distress
11	Feb. 26/15		Team project work day
12	Mar. 3/15	Read Shomei case study material	Group discussion of Shomei Greeting Cards case study
13	Mar. 5/15	CPA: Shomei's strategic options	Discuss recommendations for Shomei
14	Mar. 10/15	Research RIM/Blackberry situation. CPA = summary of current situation	Case discussion: RIM/Blackberry
15	Mar. 12/15		Team project work day
16	Mar. 17/15	Spring Break	No Class
17	Mar. 19/15	Spring Break	No Class
18	Mar. 24/15	Research AT&T/DirectTV M&A. CPA = summary of situation	Discussion: is the acquisition a good idea? Why or why not.
19	Mar. 26/15	TBA	
20	Mar. 31/15	<b>MFT review session</b>	
21	Apr. 2/15	Team projects <b>DUE</b>	Team presentations
22	Apr. 7/15	CPA: critique of 10/28 presentations	Team presentations
23	Apr. 9/15	TBA	
24	Apr. 14/15	CPA: critique of 10/30 presentations	Team presentations
25	Apr. 16/15	CPA: critique of 11/4 presentations	Discussion of presentation critiques
26	Apr. 21/15	<b>MFT live exam</b>	<b>Evening – Prim Library</b>
27	Apr. 23/15	Individual Strategic Plans <b>DUE</b>	Presentations
28	Apr. 28/15	Critique of 11/18 presentations	Presentations
29	Apr. 30/15	Critique of 11/20 presentations	Presentations

30	May 5/15	Critique of 11/25 presentations	Presentations
31	May 7/15	Critique of 12/1 presentations	Course synthesis
32	May 12/15	FINAL EXAM: Strategy Assessments <b>DUE</b>	Remaining individual presentations, if needed.