BSE 4520 – STRATEGIC MANAGEMENT
SPRING 2013

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OFFICE HOURS: Monday 1:30-3 PM, Tuesday and Thursday 2-3:45 PM

COURSE DESCRIPTION:

This is the capstone course of the undergraduate business curriculum. As such it will synthesize the various disciplines of management and address the overall determination of strategic direction for the business organization. The student will begin by investigating the basics of human behavior in organizations and apply this theory to the organizational decision making process. Emphasis will be on the five steps of strategic management: mission determination, environmental analysis, organizational analysis, strategy selection and organizational implementation. Students will have an opportunity to participate in a computer simulation of a business organization, which requires them to synthesize the various disciplines they have studied throughout their undergraduate curriculum.

COURSE OBJECTIVES:

By the end of this course, students will be able to:

1. Understand the concepts related to strategic management
2. Recognize the role of strategic planning in ethically managing an organization
3. Develop an understanding of the process used in creating a strategic plan
4. Apply critical thinking and using analytical tools for evaluating company performance in terms of plan
5. Develop professional presentation skills in presenting plans and results
6. Develop skills in working in teams to attain predetermined goals
7. Create a strategic plan, implement it, evaluate results and make live corrections based on evaluation of outcomes
8. Incorporate knowledge attained during their undergraduate program to attain interdisciplinary organizational goals and objectives

REQUIRED MATERIALS:

Strategic Management, BSE 4520. Professor Al Kamienski, M.B.A., Ph.D., School of Business and Nonprofit Management, North Park University. ISBN# 9780077907075.

Note: This custom book is available through the Bookstore and includes in the bundle access to Globus, the online simulation. All students are required to have individual log-ins to the simulation.

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Week	Dates	Readings	Activities	Deliverables
1	1/15	Syllabus	Group Formation	
	1/17	Chapter 1		
2	1/22	Glo-bus Student Guide	Glo-bus Practice Round 1	Glo-bus Practice Round 1
	1/24		Glo-bus Practice Round 2	Glo-bus Practice Round 2
3	1/29		PowerPoint Workshop	
	1/31		Career Management Workshop	Glo-bus Quiz
4	2/5 2/7	Globalization Rules	Globalization	Glo-bus Round 1
5	2/12 2/14	NetAcquire Rules	NetAcquire	Glo-bus Round 2
6	2/19	Chapter 2		Glo-bus Round 3
	2/21	Chapter 3 Chapter 4		Chapter 3 Presentation – Team A Chapter 4 Presentation – Team B
7	2/26			Glo-bus Round 4
	2/28	Costco Case Chapter 5		Costco Case – Team H Chapter 5 Presentation – Team C
8	3/5			Glo-bus Round 5
	3/7	Golf Industry Case Chapter 6		Golf Industry Case – Team G Chapter 6 Presentation – Team D
9	3/19			Glo-bus Round 6
	3/21	Movie Rental Case Chapter 9		Movie Rental Case – Team F Chapter 9 Presentation – Team E
10	3/26			Glo-bus Round 7
	3/28	Dell Case Chapter 10		Dell Case – Team C Chapter 10 Presentation – Team H
11	4/2			Glo-bus Round 8
	4/4	Apple Case Chapter 11		Apple Case – Team D Chapter 11 Presentation – Team G
12	4/9			Glo-bus Round 9
	4/11	Wal-Mart Case Chapter 12		Wal-Mart Case – Team E Chapter 12 Presentation – Team F
13	4/16			Glo-bus Round 10
	4/18	Southwest Case E&J Case		Southwest Airlines Case – Team B E & J Gallo Case – Team A
14	4/23	Sample ETS Test		ETS Test (exact date/times TBD)
	4/25		Meeting Facilitation	
15	4/30		Project Management	
	5/2	No Class (ETS test)		
16	5/9		Final Networking Event (TBD)	Glo-bus Journal, Peer Evaluation

GRADING POLICIES:

Deliverable Weights

Glo-bus Quiz	10%
Chapter Presentation	20 %
Case Presentation	20%
Glo-bus Journal	20%
Peer Evaluation	5%
ETS Assessment Test	5%
Classroom Leadership	20%

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Deliverable Descriptions

All Glo-bus Rounds are due by 9 AM on the Tuesday of the week of the round.

The Glo-bus quiz is available online when logged in to the simulation. It is a multiple choice assessment of your comprehension of the particulars of the simulation exercise.

The Chapter Presentation will be an opportunity for students to teach their peers the chapter content for the week. Detailed instructions are available on Moodle.

The Case Presentation is a formal presentation of the material in the week's assigned case study. Detailed instructions are available on Moodle.

The Glo-bus Journal will be an individual assignment which accounts for each week's activities and group process. Detailed instructions are available on Moodle.

The Peer Evaluation is the opportunity to assess the contributions of your teammates.

The ETS Assessment Test is a comprehensive, standardized assessment of business content knowledge. North Park students are normed and compared to a large sample of undergraduates from national universities. Schedules for taking the test will be announced.

Classroom Leadership is a subjective assessment of a student's attempts at positive differentiation during the course of the semester. The grade will be comprised of several factors including: class attendance, class participation and demonstration of controllable leadership skills. Additionally, all students will be required to produce at least two professional attainments which include membership on LinkedIn, conduct of a job or informational interview, and / or development of an impactful network connection.

Grading Conditions

Assignments cannot be made up unless prior permission is obtained.

Extra credit is not available at any time in this course.

All written submissions will be graded based on:

1. Content (60%) – the accuracy and representation of the appropriate knowledge and descriptors in context for the course
2. Organization (20%) – the logical selection and presentation of a written format that articulates a lucid and logical explanation of ideas
3. Grammar (10%) – the quality of the document relative to its spelling, grammar, punctuation and word choice.
4. Style (10%) – the creative element of writing which gives the document a certain professionally-appropriate differentiated readability

All presentations will be graded based upon:

1. Content (50%) – the appropriateness and relevance of the material as it relates to the students and learning outcomes of the course
2. Organization (15%) – the construction of the message in a way that is logical, ordered and easily recollected by the audience
3. Visual accompaniments (15%) – the inclusion of a relevant imagery such as handouts, posters or PowerPoint presentation slides
4. Verbal delivery (10%) – the usage of proper language, articulation and other oral presentation skills
5. Body language (5%) – the usage of proper physical motions, gestures, eye contact and control of distracting physical habits
6. Creativity and Style (5%) – positive differentiators used to make the presentation memorable and which stimulates active discussion

Grade Determination

Note: The final grading scale may be adjusted depending upon aggregate performance.

≥ 91	A
= 90	A-
= 89	B+
≥ 81	B
= 80	B-
= 79	C+
≥ 71	C
= 70	C-
= 69	D+
≥ 61	D
= 60	D-
<59	F

The detailed components of your grade will always be posted to Moodle. It is your responsibility to audit regularly for accuracy and to request corrections. Final grades will be made available within a week upon the completion of the course and are found in WebAdvisor.

All grades are final and not subject to debate.

ATTENDANCE POLICIES

Attendance and participation are vital; thus, students are expected to attend every session. On time arrival is expected. Tardiness is highly undesirable. This course has a strict policy of documented, advance notification. If unable to attend any session, please inform me, preferably via email, prior to that session. You need not provide a reason for your absence. In the business world, you would never miss a meeting without prior notice; and, if you did you could be terminated from your job. I expect you to apply that same courtesy to us and

our class and I will expect you to make every effort to adhere to this policy. Failure to provide advance notification will be considered an unexcused absence.

In the event of excessive unexcused absences tardiness, I reserve the right to lower your grade up to one full letter grade. I take this policy very seriously.

In the event you cannot make class, regardless of the reason, you are to:

1. Check the syllabus
2. Confer with a classmate
3. Check Moodle
4. Research the missed content online
5. Come to office hours or make an appointment to discuss

COMMUNICATION POLICIES

Communication skills are a major part of your development. As this course is in the School of Business and Nonprofit Management I expect our email exchanges to reflect professional business communication. Therefore, every communication you send should be highly professional and worthy of being read by your boss or a client. This means formatted and edited for 100% accuracy in spelling, grammar, punctuation, and word choice. When authoring an email, please use an appropriate subject which is indicative of the contents of the message, for example, "Impending Absence, October 23." I will not respond to any email that is not completely accurate or fails to meet all these criteria.

I check email regularly and late into the evening. If I do not respond within one business day, you may take my lack of response as your need and responsibility to edit and resend your communication. This policy is strictly enforced.

Your primary point of reference is this syllabus. Please read it in detail before approaching me with queries whose answers it contains. Please do not be offended if my response to your inquiry is, "Please refer to the syllabus." Moodle and fellow classmates are also good sources for basic questions.

When contacting me, my preferences are:

1. Email at any time
2. A face-to-face appointment in my office hours or specially arranged
3. Voicemail message

As a follow up to all substantive exchanges it is your responsibility to record all significant arrangements and agreements made. I seldom recollect things said to me orally, so please author an email documenting our conversation.

TECHNOLOGY POLICIES

All students are expected to check their North Park emails regularly. I send much significant information via email and expect all students to be current in their understandings. If you do not use your North Park email address, please make sure email is being forwarded properly to your personal account. Many external email systems get spammed so their use is not recommended.

When submitting any assignments or documents to me electronically, your email is not considered as received by me until you receive an email saying "Received."

All students are expected to access Moodle regularly. Critical directions for assignments and periodic announcements will be posted there. Moodle is also the official register for all grades. Check and audit grades regularly.

This course requires students to sign up for and use the http://www.glo-bus.com website.

Misuse of cell phones or laptops in class will be penalized subjectively.

ETHICS POLICY

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another's work as one's own without giving credit to the individual. This includes using materials from the Internet.
2. Copying another's answers on an examination.
3. Deliberately allowing another to copy one's answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

STUDENTS WITH DISABILITIES:

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the Center for Academic Services at 773-244-5737, advising@northpark.edu or stop by the office located on the 2nd floor of the Student Services Building. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada.

Accommodations for disabilities must be made prior to exams or to assignments.

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Appendix A – Top Ten Suggestions for Success

1. Resources - Read the syllabus, know all the policies, especially Attendance and Communications. Refer to the Course Schedule frequently.

2. Resources - Use all available, including the readings, classmates, professor, Internet and web sites that support the course.

3. Effort - Attend every scheduled class. Be punctual. If unable, follow the Attendance Policy in the syllabus.

4. Effort - Put forth at least 100% effort in everything associated with your name. 110% is available.

5. Effort - Be prepared and actively engaged by taking notes, following along readings and asking questions.

6. Effort - Be a leader. Know your grade at all times. Get to know your professor in office hours.

7. Communication - Communicate professionally according to the Communication Policy in the syllabus.

8. Communication - Use your North Park email account.

9. Attitude - Do not take anything personally, except praise.

10. Attitude - Have fun. Laugh. Help others have a good time.