

Business 79

Business Strategy

Course Overview and Syllabus

Spring 2006

4 Units

Michele Fritz

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| Section 61 Meets: | Monday and Wednesday evenings, 5:30 - 7:10 PM in MCC-17. |
| Call Number: | 2454 |
| Office Hours: | Mondays 1:45-2:15 and 4:45-5:15 PM; Tuesdays and Thursdays 2:00-3:00 PM; and Wednesdays 4:15-5:15 PM. |
| Office Location: | F51J, which is near the Forum building. |
| Email Address: | fritzmichele at deanza.edu (Please note that Michele has one "L". Also, you may receive a reply from another email account, but this is the account that I check most frequently so please use it.) |
| Telephone: | (408) 864-8615 |
| Web Site: | http://www.deanza.edu/faculty/fritz/ My web site contains all course documents, weekly homework assignments, and many tips, tools and resources for students. |
| Faculty Mail Box Location: | To submit written correspondence outside of class, you may use the homework drop box in Campus Center near the Fireside Dining Room. Mail is collected from the box and delivered to faculty twice each school day. |

Course Objectives:

This is a "big picture" course which provides a view of business from the perspective of the CEO. It provides a framework for the analysis of industries and individual companies competing in today's economy. Traditional businesses will be compared with e-businesses. Students will learn how to develop a strategic plan and how its implementation can impact a firm's competitive success.

Advisories:

Computer Applications and Office Systems 94 or Computer Information Systems 94; English Writing 100B & Reading 100 (or Language Arts 100), or English as a Second Language 172 and 173; Mathematics 200 or 210.

Required Materials:

- **Textbook:** Thompson and Strickland, *Strategic Management: Concepts and Cases*, 12th ed., McGraw-Hill Irwin, 2001. Strategy textbooks are notoriously expensive; we will use a slightly older edition so that students may obtain the text at a good price.
- **Quiz Supplies:** Three (8 ½" x 11") ParScore Answer Forms and several #2 pencils.
- **Presentation Supplies:** Overhead transparencies and/or other presentation materials for the team project. Most copy shops will make transparencies from printed materials.
- **Technology:** Students need a computer with access to the Internet in order to obtain course documents and assignments. If you don't have access to one, you may use the Open Media Lab in the basement of the Learning Center West Building.

Course Requirements:

- **Class Participation:** Assigned readings in the text must be completed prior to class. You should prepare some notes on the material to bring with you to class. Students in each session will be selected to describe and/or elaborate on assigned material. If you miss a class, you should check the instructor web site or contact a classmate to prepare for the next class.

Most classes will also include a case study. A case study is a summary of a real business situation. Case studies are very effective for practicing how you would analyze a real world business situation. You should read the case, and prepare the questions based on what you have learned. Your answers should be based on a thorough analysis of the facts presented in the case. Students are expected to be able to discuss their own recommendations even if team presentations are scheduled for part of the class.

Much of the learning in this course will be from comparing your ideas, approaches, and opinions to those of your peers. Merely "reading the case" will be inadequate preparation, since the instructor and your classmates will require you to defend your recommendations. Consistent, diligent preparation of material before class is the key to success in class participation, which contributes a significant portion towards your final grade in this class. In addition, the discussions will be your primary opportunity to practice case analysis, in order to be successful in the team presentation.

- **Attendance:** This is an active participation class. Since your classmates depend upon your viewpoint in class discussions, you are expected to be present in class on time. Therefore, there will be a **10 point "good attendance bonus"** offered as an incentive. Students who have 2 or fewer absences during the quarter will earn this bonus. Attending class means that you are present from the start of class until the instructor dismisses the class.
- **Quizzes:** There will be three short multiple choice quizzes covering the strategic planning process. They will be given promptly at the beginning of the class. At the end of the quarter, the lowest score will be dropped from the calculation of your grade. If you are sick or need to miss a quiz, then that will be the one that is dropped. There will be no make-up opportunities for quizzes. The schedule is as follows:
 - **Quiz 1 (40 points) covers chapters 1 and 2 and financial analysis. It is scheduled for 4/26.**
 - **Quiz 2 (40 points) covers chapters 3, 4, and 5. It is scheduled for 5/22.**
 - **Quiz 3 (40 points) covers chapters 8, 11, 12, and 13. It is scheduled for 6/14.**
 - **There is no final exam for this class, just the consulting team presentation (see next item).**

- **Consulting Team Presentation:** During the **5/10** class session, students will be assigned to teams to work on a case study group project. Your team will be acting as a consulting team hired to assist the case's CEO in strategy assessment. On **5/17** you will be required to turn in a project schedule and team assignments. This project will culminate in an oral presentation to the class, complete with professional visual aids. Each member of the team is required to participate in the presentation. Each team will also submit a printout of the slide presentation, plus minutes of each meeting held (whether in-person or virtual). There will be some class time set aside each week for team meetings. The presentations are scheduled for **6/5 and 6/7**.
- **Team Peer Review:** On the day of the presentation, each student will turn in a confidential "peer evaluation" of his/her team members. These evaluations will be held in strict confidence, but will be used to assist the instructor in determining each student's level of contribution to the preparation of the case presentations. Students who impress their teammates may see an upward adjustment in their presentation grade, and vice-versa.
- **Extra Credit 5 Forces Report:** This 2-page (maximum) report can be turned in any time between **5/3** and **6/12**. Papers submitted after 6/12 will not be accepted. Students who turn this in can earn as much as an additional 25 points of extra credit towards their grade. The purpose of this report is to evaluate the industry attractiveness by preparing a five-forces analysis. The assigned case is ***the Chinese Fireworks Industry (pp. C90-C101)***.

Grading will be based on evidence of logical analysis using course concepts, proper grammar, and writing style. It is not a research report. Authors of excellent papers will substantiate their conclusions based on logic and case facts. This assignment should be organized like a formal report, written in complete paragraphs with transitions, etc. Bullet points or notes are not acceptable. Papers must be typed, double spaced, in a standard font size of 10 or 11. Avoid using a "report cover"-- a staple is sufficient. Please observe the maximum length for the report--your instructor will not read beyond it.

Drop Policy:

Students are responsible for completing the appropriate forms in order to drop the class during the first 8 weeks. Students who remain registered in the class will receive the grade that they have earned.

Academic Integrity:

Students who submit the work of others as their own or cheat on quizzes will receive a failing grade in the course and will be reported to college authorities.

Grading Policy:

| Grades will be assigned based on total points earned in the course. | | |
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| <i>Course Requirement</i> | <i>Point Value</i> | <i>Percentage</i> |
| Class Participation and Attendance | 100 Points | 35.5% |
| Two Quizzes (lowest one of three dropped) | 80 Points | 29% |
| Team Presentation Adjusted by Peer Review | 100 Points | 35.5% |
| <i>Total</i> | 280 Points | 100% |

Assignment of Grades:

Plus / Minus grades are being submitted, but they will not appear on your transcript.

| <i>If Your Total Points Are</i> | <i>Resulting Grade</i> |
|--|-------------------------------|
| 90+% of total available | A |
| 80-89% of total available | B |
| 70-79% of total available | C |
| 60-69% of total available | D |
| Less than 60% of total available | F |

Syllabus:

Detailed homework instructions can be found in the [Weekly Homework Assignments](#) file on the instructor web site.

| <i>Week #</i> | <i>Class Topic</i> |
|----------------------|---|
| 1 | Course Introduction; The Strategic Management Process. |
| 2 | Setting Company Direction & Financial Analysis; Anheuser-Busch case. |
| 3 | Industry Analysis; Peapod case. |
| 4 | Company Analysis; more on Peapod. |
| 5 | Strategy and Competitive Advantage; Dr. Koop case. |
| 6 | Tailoring Strategy to fit the Situation; eBay case. |
| 7 | Implementing Strategy and the McKinsey 7-S model. |
| 8 | Building Organizational Capabilities; Kimpton Hotel case |
| 9 | Presentations on Guiseppe's Original Sausage Company and Cannondale Corporation. |
| 10 | Managing the Internal Organization; Culture and Leadership; return to Kimpton Hotels. |
| 11 | Wrap-Up on Strategic Management; Dell Computer case. |