San José State University
College of Business, Organization and Management Department
Business 189, Strategic Management, Section 03
Winter 2016
Syllabus

Instructor: David Gilliss
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Email: david.gilliss@sjsu.edu, d1g@pacbell.net
Faculty Web Site: http://www.cob.sjsu.edu/gilliss_d/
Office Hours: M, T, W, Th, F  12:15 - 1:00 PM
Class Days/Time:  M, T, W, Th, F  1:00 - 4:00 PM
Classroom:  BBC 203

Course Description
Integrative capstone seminar analyzing interrelationships of managerial decisions/actions within and between the firm and its environment. Applies multi-disciplinary techniques to diagnose and recommend actions appropriate to specific company situations, using case method. Prerequisite: COMM 100W or ENGL 100WB or LLD 100WB. Restricted to graduating seniors only.

Course Goals and Student Learning Objectives
1. To learn the fundamentals of strategic management using the case method.
2. To understand the fundamental principles of and interrelationships among business functions such as: R&D, production, marketing, customer service, finance, human resources and information technology.
3. To understand the interrelationships of business to individuals, other organizations, government and society.
4. To analyze complex, unstructured qualitative and quantitative problems, using appropriate tools.
5. To comprehend and critically evaluate information presented in written and numeric form.
6. To express ideas clearly, logically and persuasively in oral and written communication.

Course Slides/Syllabus: http://www.cob.sjsu.edu/gilliss_d/

Classroom Protocol/Participation

Participation is a subjective perception and observation of each individual’s class participation. It includes attendance, punctuality, contributions to class discussion, contributions to group efforts, etc. Those who demonstrate average active participation and attitude score accordingly. Those students who show innovation, creativity leadership, and extra effort without attempting to dominate class discussions score higher. Active student participation is encouraged and expected. Examples of quality participation include: asking relevant questions, stimulating discussion with relevant examples from your workplace, and supplementing class discussions with reference to timely newspaper/magazine/internet articles related to the practical application of course material. Students are responsible for attending all classes, except in very special circumstances with the prior permission of the instructor, and for completing the reading assignment prior to each class. In addition, they are responsible for keeping up with class materials when they miss a class.

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drops, academic renewal, etc. Information on add/drops are available at http://www.sjsu.edu/advising/faq/index.html. Information about late drop is available at http://www.sjsu.edu/aars/policies/latedrops/. Students should be aware of the current deadlines and penalties for adding and dropping classes.

Class Performance

Student’s class performance will be determined by exams and other assignments.

Grading Policy

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>CEO Paper</td>
<td>10%</td>
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<tr>
<td>Case Paper</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-term Exam</td>
<td>20%</td>
</tr>
<tr>
<td>Group Project</td>
<td>15%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
</tr>
</tbody>
</table>

Each assignment will receive a score based on 100 possible points. Grading criteria for papers include: Content, Analysis and Style. Letter grades will be assigned on a curve at the end of the course to ensure a fair grade distribution.

Extra credit options: None.
Grading Policy (Cont’d)
Penalty for late or missed work: failure to complete all class assignments, cases, papers, exams, projects or presentations will result in a failing grade for the course. Late assignments may be accepted at the discretion of the instructor and will receive a reduced grade.

Exams
A Mid-term exam and a Final exam will be given during the course. The material covered on the exams will come from the textbook, the PowerPoint slides and the material discussed in class.

Assignments
Completion of Assignments: Students are required to complete every assignment, including any case analyses, presentations, course projects and exams. The weight of specific assignments is shown on Page 2.

ASSIGNMENT SPECIFICATIONS

Student Group Written Case Paper: Each group will prepare a written case (6 pg.) on one of the cases from Section A, Short Cases from the textbook (p. xx). The case may be organized into the following topics: Case Summary and Background, Key Issues, Operating Environments, Strategic Objectives and Additional Recommendations.

Individual CEO Profile Paper: Each student will prepare a 3-page paper on a Fortune 500 CEO and give an informal 3-minute presentation on this CEO to the class. The paper and presentation should cover the executive’s background, management style, corporate strategy and degree of success achieved in his/her current position. No visual aids will be used for this presentation.

Group Written Strategic Plan and Presentation: Each group will prepare a Strategic Plan (12 pg.) for a company in one of the cases in Section B, Traditional Cases from the textbook (p. xxi) or, upon approval of the instructor, for a company with which the group is familiar. Topics covered should include: Mission Statement, Environmental Analysis, Operational Environment, Key Success Factors, Company Strengths and Weaknesses, Financial Analysis (including a spreadsheet), Corporate Strategic Objectives, Corporate Strategy and Implementation, and Additional Recommendations. Students will provide three recommendations as part of the Strategic Plan. The group will describe the Plan to the class and instructor in a 10 min. presentation. One visual aid per student may be used.
UNIVERSITY POLICIES

Academic integrity
Students should know the University’s Academic Integrity Policy that is available at http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf. Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University’s integrity policy, require you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The website for Student Conduct and Ethical Development is available at http://www.sa.sjsu.edu/judicial_affairs/index.html.

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person’s ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU’s Academic Policy F06-1 requires approval of instructors.

Campus policy in compliance with the Americans with Disabilities Act:
“If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish a record of their disability.”

College of Business Program Goals:
(Not all program learning goals are covered in every course)

1. Business Knowledge
   • Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

2. Communication
   • Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

3. Ethical Awareness
   • Recognize, analyze, and articulate solutions to ethical issues that arise in business.

4. Leadership, Teams and Diversity
   • Comprehend the challenges and opportunities of leading and working in diverse teams and environments.
College of Business Program Goals (Cont'd):

5. Critical Thinking
   • Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

6. Innovation
   • Recognize, analyze, and articulate strategies for promoting creativity and innovation.

College of Business Policies:

To ensure that every student, current and future, who takes courses in the Boccardo Business Center has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

Eating:

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

Cell Phones:

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University. Phones may not be used during exams.

Computer Use:

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related). No recording devices may be used in the classroom. Hats will not be worn in the classroom.
Academic Honesty:
Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.

CLASS SCHEDULE AND READING ASSIGNMENTS

<table>
<thead>
<tr>
<th>CLASS DATE</th>
<th>TEXT</th>
<th>CHAPTERS</th>
<th>SUBJECTS</th>
<th>PERCENT OF GRADE</th>
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<tbody>
<tr>
<td>January 4, 2016</td>
<td>Course Standards, Case Assignments</td>
<td>1</td>
<td>Strategic Management</td>
<td></td>
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<tr>
<td>Jan. 5</td>
<td></td>
<td>2</td>
<td>Company Mission</td>
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<td></td>
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<td>3</td>
<td>Corporate Social responsibility and Business Ethics</td>
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<td>Jan. 6</td>
<td></td>
<td>4</td>
<td>The External Environment</td>
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<td></td>
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<td>5</td>
<td>The Global Environment</td>
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<td>Jan. 7</td>
<td></td>
<td>6</td>
<td>Internal Analysis</td>
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<td></td>
<td></td>
<td>7</td>
<td>Long-Term Objectives and Strategies</td>
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<tr>
<td>Jan. 8, 11</td>
<td>CEO Profile Paper/Presentations</td>
<td>10</td>
<td></td>
<td>10</td>
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<td>Jan. 12</td>
<td>Mid-term Exam</td>
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<td>Jan. 14</td>
<td></td>
<td>10</td>
<td>Implementation</td>
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<td>Student Group Case Paper</td>
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<td>Organizational Structure</td>
<td>11</td>
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<td>Leadership and Culture</td>
<td>12</td>
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<td>Jan. 19</td>
<td>Strategic Control</td>
<td>13</td>
<td>Innovation and Entrepreneurship</td>
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<td>14</td>
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<td>Jan. 20, 21</td>
<td>Group Project Paper and Presentation</td>
<td>15</td>
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<td>Class Participation</td>
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(Please note that the course calendar is “subject to change with fair notice”.)