Office Hours: You are encouraged to see me anytime about course activities, materials covered in class, and including difficulty, you may experience with the course content.

Course Prerequisites:

To be eligible to register for Bus 189, a student must be in his/her senior year and be cleared for graduation by BSAC. In addition, the student should have previously acquired, and will need to be able to apply, the following skills and concepts:

1) Ability to read and understand basic financial reports (Income Statements, Balance Sheets and Cash Flow statements) and interpret financial ratios.

2) Understanding of statistical concepts and analytical procedures including mean, median, standard deviation, range, correlation coefficients, multiple regression analysis, significance testing and trend analysis.

3) Basic marketing concepts including marketing mix components, product life cycles, product line positioning, differentiation in manufacturing vs. service industries, market share and SWOT analysis.

4) Basic operations management concepts including value chains, supply chain management, JIT inventory management/manufacturing and total quality management programs.

5) General management concepts relating to basic management functions such as planning, organizing, leading and controlling.

6) General understanding of information technology concepts such the basic computer hardware, software (systems and application), network components, and its usage in a company and consumer market place.

Course Description:

This course is the senior "capstone" seminar required of all business majors. It is a comprehensive, integrative course focusing on the design and implementation of corporate and business level strategy and policy. The course subject matter will be approached from a strategic management perspective. This course deals with analysis of complex business situations, integrating information from all functional and conceptual areas of business study.
Semester Learning Objectives:
Learn, understand, and develop the ability to;

1. Adopt a top management perspective in the direction of both single business and diversified organizations, assuming a strategic management viewpoint.

2. Evaluate appropriate strategy and policy development and assess the degree of an organization's success in formulation and implementation of strategy.

3. Identify the impact of environmental forces such as competition, legal requirements, and societal change on the strategic management of business organizations.

4. Translate strategy into action through the design of organizational structure and systems, and the development of functional level strategies and programs.

Class Materials
Strategic Management: An Integrated Approach 10th Edition
Author: Charles W. L. Hill; Gareth R. Jones; 2013

Two packages of Scantron 882-E test forms, 2 8.5x11 green books, blue pen, and Pencil#2 for exams and quizzes

Communication Methods
a) E-Mail
On the subject line include: "189 Spring" - your last four digits of your student id number followed by a dash and your subject line.

Example: Subject: 189 Spring - 1987 – Case Strategy question

I will reply to you within 2 business days. Use the "forward" e-mail function when replying to a question or request. Your request will experience major delays if e-mail guidelines are not followed.

b) Phone call
I am available for phone call on Monday / Tuesday late afternoons. Send email calendar invitation 5 hours prior to call; earlier the better.

c) Office hours
See above for office hours.
Evaluation Criteria:

Your class grade is based on:

<table>
<thead>
<tr>
<th>Major Grade Areas</th>
<th>Grade</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>1 Mid-Exam (Individual)</td>
<td>20</td>
<td>200</td>
</tr>
<tr>
<td>2 Final Exam (Individual)</td>
<td>25</td>
<td>250</td>
</tr>
<tr>
<td>3 Pop Quizzes (Individual)</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>4 1st Case Analysis</td>
<td>10</td>
<td>100</td>
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<tr>
<td>Presentation only (Team)</td>
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<tr>
<td>5 2nd Case Analysis</td>
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<tr>
<td>Written (Team)</td>
<td>20</td>
<td>200</td>
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<tr>
<td>Presentation (Team)</td>
<td>10</td>
<td>100</td>
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<tr>
<td>6 Class Participation (Individual)</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>Totals</td>
<td>100</td>
<td>1000</td>
</tr>
</tbody>
</table>

Exams

1. Exams will include “objective”, short answers, and “essay” questions.

2. Exams will cover concepts and relationships found principally in the assigned readings and apply the concepts to business situations illustrated by assigned cases (including videos shown in class).

3. There are no make-up exams. A student missing any required class attendance is awarded an “F” in the course unless the student formally notifies the instructor beforehand and suitable arrangements have been made. A request on the same day of the exam is not considered. The exam difficulty level will be higher for approved make up exam.

The “objective” portion of exams will be machine scored and you are required to have a (#2) pencil for all exams. Students must provide scoring sheets (Scantron 882-E) for all exams and quizzes. Bring these to every class meeting.

Record “essay” answers in Green book.

4. All exams and scoring sheets must be returned to the instructor immediately to avoid a grading of “F”.
Group Case Assignments

Case Analysis Process

Student teams will prepare a written case analysis reports. Report body should be 25 to 30 pages in length. Class time will be allocated to prepare case solutions, time outside class will be necessitated to conduct necessary research, construct exhibits for oral presentations, and type/word process the written case analysis reports. In order to make full utilization of class time allocated for case preparation, it is expected that each student will have read the case write-ups for the case in question prior to coming to class.

Written case analysis reports which are not typed in the PRESENTATION FORMAT given below will have a full letter grade deducted from the team grade for the report in question. Use MLA format in addition to:

1) A title page will be included on each report. See Canvas for template.

2) Provide current company background (finance, market segment/share, SWOT analysis) and latest news events in the last 90 days.

3) State the question, state the team's answer to the question, identify the key contributor to the question, and present your team’s evidence/rationale, including exhibits from the analytical procedures required to support your answer.

Deviation from this format will result in a one letter grade reduction on the report.

Teams will consist of 4-5 students and will be self selected. It is strongly recommended that team membership include persons with finance, marketing, and operations management majors, in addition to at least one computer literate person and another person with strong library research skills and interest.

Each case will have a series of 4 to 6 questions to be answered. It is strongly recommended that at least two team members answer each question. This will allow a higher degree of "quality control", will give each team member the comprehensive analytical procedure skill needed to prepare for the final examination, and will provide a broader range of ideas to stimulate problem solution. Analytical procedures required will be identified by the instructor at the beginning of each case.
Oral Presentation Format:

All cases will be terminated with a 30 minute oral presentations on case analysis question solutions. This time includes a minimum of 5 questions and answer from class. Oral presentations will be in Microsoft PowerPoint format only and will consist of the instructor's assign questions to each team: the team member(s) responsible for this question will present their solutions to the class. All exhibits (typed/word processed) are committed to PowerPoint slides so that they may be displayed during the presentation. Include three backup slides to support presentation position, and to anticipate potential questions. In addition, each slide will have the “speaker notes” section completed such that anyone in class can give the presentation in your place eg slide purpose, supporting facts, examples, key take away to name a few. Provide a presentation copy to instructor at the beginning of class, 1 slide per page, and include speaker notes on same page. Each slide must have a page number and speaker’s name lower right corner. These presentations will proceed as follows:

1) The first presenter will state his/her name and team name.

2) Provide current company background (finance, market segment/share, SWOT analysis) and latest news events in the last 90 days.

3) Presenter states question, states the team's answer to the question, and presents the team's evidence/rationale, including exhibits from the analytical procedures required to support the answer. There will be a minimum of four different presenters. Everyone must present. Each slide must have speaker’s name on lower right corner.

4) Class reviews presenter's answer, evidence and rationale, asking questions, indicating omissions from analysis, and indicating any conflicting results from the other teams' analysis.

5) Instructor completes review, including additional questions and/or observations relevant to the question under discussion. In addition, selected class members will ask relevant case questions as part of class participation.

6) Create fifteen (15) multiple choice questions (minimum) based on case study. Eight (8) out of fifteen 15 questions must reference the case, and strategy concepts. Upload with presentation. Provide questions in xls format with answer clearly identified. Use Excel template on Canvas Module page. Questions must have substance and be challenging. Quiz class with six (6) of the fifteen (15) questions to reinforce contents.

NOTE: You will need to speak loudly and clearly so those students in the back of the room can hear you. Presentations made by reading from a script are too difficult for the class to follow. If you are unable to project your voice without a microphone, please
make arrangements with the SJSU Audio-Visual Department in advance so that an appropriate sound system can be provided.

Deviation from this format will result in a one letter grade reduction on the report.

**Pop Quizzes**
There will be a minimum of ten quizzes given during the semester to ensure class preparation. If less than ten quizzes are given, I will divide the total number of quiz points by the number of quizzes and allocate. Quizzes will cover materials in the lectures, readings and cases and will be given at the beginning of the class. I encourage everyone to keep up with the reading to ensure we spend our time in class discussing the application of these materials and not lecturing directly from the book.

**Class Participation**
Participation is a subjective perception and observation of each individual’s class participation. It includes attendance, punctuality, contributions to class discussion, completing presentation critic form(s), contributions to group efforts, etc. Those students who show innovation, creativity leadership, and extra effort without attempting to dominate class discussions score higher. Those who demonstrate average active participation and attitude score accordingly. Examples of quality participation include: asking relevant questions, stimulating discussion with relevant examples from your workplace, complete presentation evaluation form(s), and supplementing class discussions with reference to timely newspaper/ magazine/internet articles related to the practical application of course material consistently throughout the semester.

**Team contract**
It is highly recommended to create and execute a team contract by the third class meeting. Most of you will work effectively in teams, each contributing your best effort and proving to be a reliable, productive team member. However, because past experience has proven that team projects always raise the possibility that some team members may not carry their fair share of the load. I will enforce individual grade reduction when a) it is stated in the signed contract, and b) when majority of the team member petition in writing with appropriate documentation. There are examples of team contract on Canvas for your review and to build on.

**Credit**
Partial credit will be given for written work including exams. This work is expected to be complete and grammatically correct. Full credit cannot be given for work that contains grammatical errors, or is generally sloppy in appearance.
Grading
Course grades based on the following scale:

A (93-100); A– (90-92.99); B+ (87-89.99); B (83-86.99); B– (80-82.99); C+ (77-79.99); C (73-76.99); C– (70-72.99); D+ (67-69.99); D (63-66.99); D– (60-62.99); F (below 60)

Extra Credit
No extra credit will be offered in this course except where authorized.

Policy Statements and Class Practices

a) A measurement of success for our class has a direct correlation to students taking responsibility for their own learning. Students must do all reading and homework preparation and participate actively in the classroom.

b) If you require course adaptations or accommodations because of a disability, or if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please notify me as soon as possible or see me during office hours.

c) Students are responsible for adhering to all Federal, State, Local, University and Department laws, regulations, policies, and guidelines. Failure to comply will be addressed as prescribed under such law, regulation, policy, or guideline. This includes but is not limited to alcohol and drug use, cheating, plagiarizing, disruptive behavior in class, etc.

d) Please arrive to class on time, prepared to begin promptly at the appointed hour. Students arriving more than 5 minutes after the scheduled start of class will not be admitted to class until the mid-session break. Please plan ahead with regard to traffic, parking, etc. See me after class or during the break if there are extraordinary circumstances you wish me to consider otherwise your participation grade will be significantly, negatively, affected.

e) All assignments must be posted on Canvas prior to due date/time, and papers/presentations are due at the beginning of class. Please don’t ask if it is ok to turn in assignment late. E-mail class assignment is not accepted without prior written approval of the instructor. Any assignments or papers that are submitted 10 minutes after class has started will have a 20% reduction in grade. All assignments and papers submitted the following day after 10 am the day after it was due will have a 50% reduction in grade.

f) All written assignments and presentations will be proofread and formatted in a professional manner before they are submitted and/or presented in class. Use
MLA format for project papers. Every submission will be graded on format as well as content. You can also come to my office hours for help. A very useful online resource can be found at: http://owl.english.purdue.edu/.

g) All worked that is handed in for a grade must be typed and/or prepared electronically with a word processing and or graphical tool (diagrams) such as Lotus Freelance or Microsoft PowerPoint. Work that is not typed will not be graded.

h) It is recommended that you make copies of all assignments, including homework exercises, before submitting them. It protects you from accidental loss on my part and allows you to continue working while the assignment is being graded.

i) Please be prepared to participate in class discussions and exercises every class period unless informing the instructor in writing at the beginning of class that you are not prepared that day and do not wish to be called upon. Each student may exercise this practice once per semester without penalty. Subsequent instances shall result in a zero participation grade for that session.

j) Makeup for missed quizzes, exams, papers, etc. will not be given unless they are approved prior to the date of the event by the instructor. Makeup will only be authorized in the event of very extraordinary circumstances. Provide appropriate supporting documentation when request is made.

k) Please communicate all individual or personal matters to me during scheduled office hours, through email (include “Bus 189” on subject line follow by topic), or by appointment as necessary. It is difficult to give these issues appropriate attention during class time.

l) Food is not allowed in class. Please bring beverages in a container that can be sealed between drinks (i.e. bottled water or a sports bottle). Drink quietly.

m) Respect ideas of others and constructive use of “airtime” while participating in class is also expected.

n) Turn off beepers and cell phones during class time. If your cell phone goes “off” your class participation is automatically deducted by 20 points per infraction. You are encouraged to leave the classroom for remaining of class if you need to use your smart phone for non-class purposes.

Inform your professor if you are expecting an emergency phone call. He will place the phone on the podium, and return to you when it rings.

o) Classroom laptop / tablet use policy. Laptop / tablet use during class lecture to take notes is permitted. Type quietly. Procedure: 1) Write your name on the
whiteboard, 2) Post your class notes on Canvas 2 hours after class. Failure to do so will reduce your overall class participation earned grade by 2% per infraction. 3) Type quietly. You are encouraged to leave the classroom for remaining of class if you need to use your laptop for non-class purposes.

p) Sign sign-in sheet before leaving each class meeting.

q) Please close the door quietly when you enter or leave the classroom. Stay outside of the classroom if you leave in the middle of lecture or during case presentation.

r) No audio and/or video recording are permitted without professor’s pre-approval by email.

s) Please close the door quietly when you enter or leave the classroom. Stay outside of the classroom if you leave in the middle of lecture or during case presentation.

Change Log: