Syllabus: Business 189 - Strategic Management

1. Course Information:

**Instructor:** Michael Kayhan  
Department: School of Management  
College of Business, San Jose State University.  
Spring Semester, 2016, Tuesdays 2/2 to 5/24

<table>
<thead>
<tr>
<th>Course Title:</th>
<th>BUS 189, Strategic Management</th>
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<tbody>
<tr>
<td>Course Code:</td>
<td>24437</td>
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<tr>
<td>Section:</td>
<td>19</td>
</tr>
<tr>
<td>Class Hours &amp; Location:</td>
<td>Tue, 6-8:45pm, BBC003</td>
</tr>
<tr>
<td>Office Hours:</td>
<td>Tuesdays, 4:45-5:45pm, by appointment</td>
</tr>
<tr>
<td>Office Location:</td>
<td>BT652</td>
</tr>
<tr>
<td>Office Phone:</td>
<td></td>
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<tr>
<td>E-mail:</td>
<td><a href="mailto:Michael.kayhan@sjsu.edu">Michael.kayhan@sjsu.edu</a></td>
</tr>
<tr>
<td>Preferred Contact:</td>
<td>(Either through email or Phone)</td>
</tr>
<tr>
<td>Department Fax (include a cover sheet with my name):</td>
<td>408-924-3555</td>
</tr>
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Instructor’s Bio:  
I have taught part time at the undergraduate as well as MBA levels for more than 16 years. At work, through my business, we help marketing, product management, customer service, sales, and PR departments to answer any questions they may have about their customers. I am a graduate of Stanford University, Master’s degrees from early 80s.

2. Course Description:

Business 189 is a senior capstone seminar for business majors. The goal of the seminar is to learn the fundamentals of how to manage organizations strategically. Strategic management of organizations is a complex undertaking which starts with the central question: why do some companies succeed while others fail? The course will require you to examine this question by integrating knowledge from prior business courses, while simultaneously learning and applying new strategic management concepts, principles, frameworks and methodologies. Applies multi-disciplinary techniques to diagnose and recommend actions appropriate to specific company situation, using the case method of teaching.

Course Goals:
1. To learn the fundamentals of strategic management in order to analyze business situations from a strategic perspective.
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 and how each contributes to or destroys business value.
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.
7. To sharpen ability to think critically, logically and strategically.
Prerequisites:
Graduating senior status
COMM 100W or ENGL 100WB or LLD 100WB

Required and recommended texts, readers, or other reading materials:
Strategic Management, Theory: An Integrated Approach.

Other Reading materials:
Wall Street Journal site and other business materials. I will also bring additional materials to class for discussions/support, as on needed basis.

Student learning objectives for the course:
Upon successful completion of this course, you will be able to:
1. Identify key issues, analyze available information, and select appropriate strategies and articulate reasons for choosing a specific strategy.
2. Identify how companies create and sustain competitive advantage by recognizing the key determinants for business success.
3. Understand the difference between strategy formulation and implementation, and articulate major steps in each area.
4. Integrate the different business disciplines to understand the overall performance of the company.
5. Become proficient in the case method of analysis to assess a company’s performance and provide recommendations.
6. Write a strategic plan for a company focusing on providing recommendations to increase performance and build sustainable competitive advantage.
7. Present the strategic plan articulately and persuasively.
8. Develop the habit of staying current on the latest economic news and their impact on business performance.
9. Develop decision making skills
10. Develop personal reflective skills
11. Develop team work skills

Teaching Method & Class Conduct:
The course will combine lectures with case analyses. A typical class includes reviewing key points of the chapters using power point presentations, discussing some of the text book cases and some of the corporate business news, as it relates to our chapter discussions. Strategic management is best learned through real world examples and cases. Emphasis is placed on the practical implications and applications of the strategic management concepts in these real-world corporate examples and cases. In order to achieve maximum benefits from this course, students are expected to be thoroughly prepared before each session of the class. Preparation includes prior reading of the textbook chapter(s), specially the case(s) for the class meeting. Class participation is absolutely essential. Students are required to offer their insights and observations in each of the cases to be discussed or presented in the class, as I will provide guidelines during discussions.

3. Course requirements:
I. Regular Homework:
1. Study of the assigned text chapter(s) for the next class meeting (per Green sheet), thinking through the end-of-chapter review questions with structured and reasoned answers and be ready to be called upon for answers to these questions.
2. Monitor daily the major business events, and be ready to discuss these events. You can do this by reading (or at least skim through) The Wall Street Journal
(and/or one or two other business presses) daily, check a few business websites or watch one or two business TV programs, such as Nightly Business Report

II. Exams: There will be three in-class closed book multiple-choice/true-false exams as scheduled in the following timetable. **Students who miss any of the exams will receive an “F” automatically for the entire course.** No make-up exams will be offered unless for absolutely genuine emergency reasons. I will provide a hand-out for test preparation. All tests include some questions from our class discussions and handouts.

III. Homework Assignments: There will be three or four periodic homework assignments relating to the course concepts or mini-cases. Specific instructions will be given separately. Late homework is not accepted.

IV. Company Case Project: A team case analysis presentation and report is required. **Failure to complete the team company case project will result in an automatic “F” for the entire course.** Making sure that you are part of a team is also a requirement. Teams will be formed on a voluntary basis. Instructions and requirements for the team company case project will be provided separately. The team project involves team in-class presentation and a team case analysis report of about twenty (20) or more pages in length (not including cover pages, exhibits, tables, figures, internet printouts, etc.) due on the date of the class presentation. No late submission is accepted. I will provide a hand-out on how to prepare your case projects, and will share with you some of the past projects from previous classes.

Course Evaluation: Students’ final course evaluation will be based on the following schedule:

1st Exam: 20% (15 points from reading assignments, 5 points from class discussions)
2nd Exam: 20% (15 points from reading assignments, 5 points from class discussions)
3rd Exam: 20% (15 points from reading assignments, 5 points from class discussions)
Team Case Presentation and Report: 20%
Class Participation (your comments on cases): 10%
Homework: 10%

Total: 100%

4. Tentative course calendar including assignment due dates, exam dates, date of Final exam:

(Please note that the course calendar is “subject to change with fair notice”):

2/02: Class introductions, syllabus review. Introduction to strategic management, Managing the strategy-making process for competitive advantage, Ch 1 and Discussions on literature review (broad vs narrow based), and how to use it in homework and case assignments, example of each
2/09: Introduction to strategic management, External Analysis: The identification of opportunities & threats, Ch 2, and in class practices and discussions
2/16: The nature of competitive advantage, internal analysis: Competitive advantage, and profitability, Ch3
2/23: First exam
3/01: Building competitive advantage through functional level strategies, Ch4
3/08: Business level strategies, Ch5
3/15: Business-level strategy and the industry environment, Ch6
3/22: Strategy and technology, Ch7
3/29: No class – Spring Break (3/28 thru 4/1)
4/05: Second Exam, Ch4 to Ch7
4/12: Strategy in global environment, Ch8
4/19: Corporate level strategy, horizontal & vertical integration, strategic outsourcing, Ch9
4/26: Corporate level strategy, related & unrelated diversification, Ch10
5/03: Corporate performance, governance, and business ethics, Ch11
5/10: Team Presentations
5/17: No class
**FINAL EXAM:** Tue 5/24, 17:15 – 19:30

**a. Grading information:**

Grading Percentage Breakdown

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>94% and above</td>
<td>A</td>
</tr>
<tr>
<td>93% - 90%</td>
<td>A-</td>
</tr>
<tr>
<td>89% - 87%</td>
<td>B+</td>
</tr>
<tr>
<td>86% - 84%</td>
<td>B</td>
</tr>
<tr>
<td>83% - 80%</td>
<td>B-</td>
</tr>
<tr>
<td>79% - 77%</td>
<td>C+</td>
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<tr>
<td>76% - 74%</td>
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<td>73% - 70%</td>
<td>C-</td>
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<tr>
<td>69% - 67%</td>
<td>D+</td>
</tr>
<tr>
<td>66% - 64%</td>
<td>D</td>
</tr>
<tr>
<td>63% - 60%</td>
<td>D-</td>
</tr>
<tr>
<td>below 60%</td>
<td>F</td>
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</tbody>
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**b. Extra credit options, if available:** None

**c. Penalty (if any) for late or missed work:** As explained under course requirements

**6. University, College, or Department Policy Information:**

**a) Academic integrity statement (from Office of Judicial Affairs):**

“Your own commitment to learning, as evidenced by your enrollment at San José State University and the University’s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty is required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at [http://www2.sjsu.edu/senate/S04-12.pdf](http://www2.sjsu.edu/senate/S04-12.pdf)

**b) 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.”

**c) College of Business Policies and Procedures:**
Please check the url at http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm

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.

**Computer Use:**
In the classroom, faculty allows 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).

**Academic Honesty:**
Faculties 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.

**Mission**
The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.

• “You are responsible for understanding the policies and procedures about add/drops, academic renewal, withdrawal, etc. found at http://www2.sjsu.edu/senate/S04-12.pdf

• Expectations about classroom behavior; see Academic Senate Policy S90-5 on Student Rights and Responsibilities.

• As appropriate to your particular class, a definition of plagiarism, such as that found on Judicial Affairs website at
The name and contact information for the librarian liaison.

Evacuation plan for the classroom.