Business Policy
Spring 2016

Professor: Dr. Rong Ma
Email: rong.ma.mgmt@rutgers.edu
Office: BSB 251
Office hours: by appointment

Class meets: Thursday 6:00 PM - 8:40 PM (BSB-118)

Course Objectives
1. Identify, define, explain, and analyze key issues and concepts related to business management and administration from the perspective of strategic management including the use of case studies representing “real world” business situations.

2. Examine, evaluate, and propose mission statements and objectives as related to the organization’s objectives and strategic plan.

3. Perform an external assessment for an organization by identifying, examining, analyzing, and evaluating the political, economic, sociological, technological, global, and competitive factors as they impact the organization’s strategic plan.

4. Perform an internal assessment for an organization by identifying, examining, analyzing, and evaluating the financial, marketing, operational, management, and related factors as they impact the organization’s strategic plan.

5. Formulate business strategies to achieve organizational objectives consistent with ethical business practices and regulatory requirements using SWOT analysis and other strategic models based upon the external and internal assessments of the organization.

6. Communicate business strategies through oral and written presentations and respond to critical questions from an evaluative audience.

7. Critically evaluate strategic recommendations formulated by others.

Program of Study
Lectures will be presented by the professor on strategic analysis, concepts, and theories of strategic management, which will help students understanding the subject. The case method will be employed extensively in the course using the cases provided by the instructor to facilitate practical application.

Case Coursepack link: https://cb.hbsp.harvard.edu/cbmp/access/45298894

Miscellaneous readings: Several additional readings may be provided either in class or on Sakai site under Resources.

**Student Conduct**

Students are expected to exhibit professional conduct during class sessions and to avoid any activity that distracts from the objectives of the course. Students may be asked to leave the class if engaging in such activity.

Minimum behavioral expectations include:
- Turn off personal electronic communication devices while in class
- Show respect to the learning environment
- Arrive punctually to class (if you have to be late or depart early, please find a seat closer to the door to be as non-disruptive as possible). Please see detailed information regarding attendance and class participation in the Course Assignments and Evaluation section.
- Be prepared by reading the required material and be ready to participate and discuss relevant issues
- Turn your assignments in on time. Late assignments are NOT acceptable. Only in exceptional circumstances, late submissions might be accepted based on the professor’s discretion yet with a penalty, such as deduction of points.

**Course Assignments and Evaluation**

The course grade will be based upon the following components and points:

<table>
<thead>
<tr>
<th>Component</th>
<th>%</th>
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<tbody>
<tr>
<td>Exams</td>
<td>60%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>20%</td>
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<tr>
<td>Exam 2</td>
<td>20%</td>
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<tr>
<td>Exam 3</td>
<td>20%</td>
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<tr>
<td>Class participation and attendance</td>
<td>15%</td>
</tr>
<tr>
<td>Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Attendance</td>
<td>5%</td>
</tr>
<tr>
<td>Case analysis</td>
<td>25%</td>
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<tr>
<td>Class case presentation</td>
<td>5%</td>
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<tr>
<td>Class case preparation</td>
<td>10%</td>
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<tr>
<td>Final case report</td>
<td>10%</td>
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<tr>
<td><strong>Total</strong></td>
<td>100%</td>
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Individual Based (85%)

Attendance and Participation (15%)

Attendance (on time) is required (5%) and is a component of the participation grade. The objective of this course is to help the students develop the analytical skills to formulate and implement effective strategies. As class discussion offers a good opportunity for students to practice and develop these skills, participation in class case discussions (10%) is expected and will count toward the final grades. Students will be cold/warm called to answer questions. In addition, an important element in class discussion is to show respect to your classmates’ effort. Pay attention to their presentations and participate in discussion about their topic. Good questions are welcome. Class participation grades are based on the following:

- Relevance: Are the points made relevant to the discussion? Are they linked to the comments of others?
- Preparedness: Do the comments show careful reading and understanding of the material?
- Value-added: Do the comments help us to have a better understanding of the topic?
- Consistency: Do you contribute to the class discussion consistently throughout the semester?

*Class conduct bonus: +/- 20% of the Attendance and Participation grade.
*If a student does miss a class, it is his or her responsibility to find out from classmates what materials were covered, what additional assignments were made, and what items may have been distributed in class.

Exams (60%)

Exams: There will be 3 exams, each of which will be worth 20% of your final grade.
*There will be no make-up exams unless 1) A doctor’s note or 2) A letter from the Department Chair is provided. If you have a known scheduling conflict, please talk with me to arrange a different time to take the test beforehand.

Class case preparation (10%)

Class case preparation: Each student should complete the Case Preparation Report (max. 2 pages, typed, single-spaced with 12 point font) answering questions the instructor posted on Sakai under Resources regarding the cases. Please bring two copies of the assignment to class on the day the case is presented and submit one copy of the report before class while using the other one for your reference during the case discussion.

Group Based (15%)

Class case presentation (5%)

Class case presentation (5%): The case method will be employed extensively in the course using the cases provided by the instructor. Seven cases will be studied with one team assigned to make a presentation of each case to the class. The presentation will be 20 to 30 minutes and will be evaluated based on the content, organization, delivery, facilitation of learning, and response to questions. Each case presentation will be critiqued thoroughly by the class. All students are expected to be present and prepared to participate in the discussion of the case by reading and analyzing the case prior to the class meeting.

Final Case Analysis (10%)

Final Case report (10%): The class will work on a final case (Daktronics) assigned by the professor. At the end of the semester, you will be required to turn in a formal group case
analysis on the final case assigned (10 to 15 pages double space). In this analysis, you are going
to cover 1) defining the problems facing the organization (including financial ratios and other
evidence) and 2) solutions to the problems you define, which may include strategic analysis and
strategic alternatives and why one alternative is better than another. I also suggest you to include
the Strategic Audit Appendix to make your arguments more convincing. You will apply the
knowledge you have learned in the class to construct and analyze this particular project.

You are expected to offer more than just your "I think" opinions. That is, you are
expected to offer support by using the information provided in the case. (Please be analytical
when doing the analysis instead of summarizing the facts. The point of this practice is to help
you to develop analytical skills based on the facts. Of course, it is also an important decision to
view certain facts as important in your analysis). On the other hand, to be analytical does not
mean your analysis and recommendations do not need adequate evidence. While analysis is not
summarizing the facts, it is not simply stating your own opinions either. The report is due on
May 9 at 5:00 pm.

Research on final project (Extra credit 1%): This section is to help you to be more prepared for
the final case write-up of the project. It includes 3 assignments (single space and bullet points
acceptable) due at the beginning of the class summarizing your analysis on the following
sections (The due dates are specified in the section of Class Outline):
1. External environment scanning: e.g. PEST, Industry analysis, EFAS (Some questions you
   are expected to answer in this assignment are: What are the important trends in the
   environment? What is the industry you are analyzing? How is the industry?)
2. Internal environment scanning (VRIO analysis): What are the important resources and
capabilities of the company?
3. TOWS analysis & Recommendation

**Group evaluation:** Each group member will do a peer evaluation for their group members
due on May 9 at 5:00 pm. Your individual group project grade will be +/- 10% of the group
grade based on the evaluation.

**Late written assignment will be downgraded by 20% on the due date and 10% every day
after the due date.

Grade Ranges

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<tr>
<th>Letter Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Highest grade (90% and above)</td>
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<tr>
<td>B+</td>
<td>Work of distinction (84.5% to 89.4%)</td>
</tr>
<tr>
<td>B</td>
<td>Work of distinction (79.5% to 84.4%)</td>
</tr>
<tr>
<td>C+</td>
<td>Average work (74.5% to 79.4%)</td>
</tr>
<tr>
<td>C</td>
<td>Average work (69.5% to 74.4%)</td>
</tr>
<tr>
<td>D</td>
<td>Passing, but unsatisfactory (60% to 69.4%)</td>
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F  Failure without credit (Below 60%)

**Academic Integrity and Plagiarism**
A student enrolling in any Rutgers course is expected to exhibit high standards of academic honesty. In the case of academic misconduct, I will assess the affected work and report the incident to school administration according to the guidelines available at:
http://academicintegrity.rutgers.edu

Cheating, plagiarism, or any other violation of academic integrity will not be tolerated. All exams are closed book, closed notes, and are to be taken without help or assistance. Persons observed cheating on tests will receive a grade of zero for the exam. Similarly, plagiarism of assignments, projects, and papers is unacceptable, and a grade of zero will be assigned on any such item where plagiarism has been detected. Please be sure to give credit where appropriate.

**Statement of Student/Instructor Responsibility**
Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibility of the instructor.

**Statement Regarding Modification of the Course Syllabus**
All course requirements, course grading standards, and due dates for assignments for this course is subject to change at the discretion of the professor. Changes to the printed syllabus will be announced during a regularly scheduled class period. If a student does miss a class, it is his or her responsibility to find out from classmates what materials were covered, what additional assignments were made, and what items may have been distributed in class.

**Class Attendance & Withdrawal**
Due to the subject of the course material, class attendance is an integral part of the learning experience in Strategic Management. If you are unable or unwilling to regularly attend class due to work commitments, family responsibilities, duties as an officer or member of a student organization, lack of interest, or other extra-curricular student activity, you should withdraw from this course.

All course withdrawals must be completed through the Office of the Registrar. Telling the instructor that you intend to withdraw from the course or ceasing to attend class does not constitute an official withdrawal. The academic calendar in the class schedule/registration guide lists the official withdrawal dates.

**Students Needing Special Accommodation**
Students who are seeking an accommodation because of a disability are directed to the website http://learn.camden.rutgers.edu/disability/disabilities.html or they can contact the Camden campus Disability Coordinator, Mr. Tim Pure at 856-225-6442, Armitage Hall Room 362. The email address is disabilityservices@camden.rutgers.edu. All contact will be considered confidential.
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Assignment</th>
<th>Notes</th>
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| 1/21 | Thur. | Course Introduction & Expectations  
Chapter 1: The New Rules & Group formation (Chapter 1) |       |
| 1/28 | Thur. | Analyzing the External Environment of the Firm: PEST analysis & Industry analysis (Chapter 4) | Case assigned |
| 2/4  | Thur. | Industry analysis  
Assessing the Internal Environment of the Firm (Chapter 5) |       |
| 2/11 | Thur. | Apple Inc: iPods and iTunes  
Assessing the Internal Environment of the Firm (Chapter 5) | Presentation 1 |
| 2/18 | Thur. | McCafe & Review for Exam 1 | Presentation 2 |
| 2/25 | Thur. | Exam 1 (Chapters 1, 4, 5)  
Strategy Formulation: SWOT Analysis and TOWS Matrix & Business Level Strategy (Chapter 6) | External due |
| 3/3  | Thur. | Strategy Formulation: Business Level & Corporate Level Strategy (Chapter 6 & 7) |       |
| 3/10 | Thur. | Gillette  
Strategy Formulation: Corporate Level Strategy (Chapter 7) | Presentation 3 |
| 3/17 | Thur. | Spring Break |       |
| 3/24 | Thur. | Hyundai  
Strategy Formulation: Corporate Level & Functional Level Strategy (Chapter 7 & 8) | Presentation 4 |
| 3/31 | Thur. | Walt Disney  
Review for Exam 2 | Presentation 5 Internal due |
| 4/7  | Thur. | Exam 2 (Chapters 6, 7, 8)  
Strategy implementation: Organizing for Action (Chapter 9) |       |
| 4/14 | Thur. | Acer America  
Evaluation and strategic control (Chapter 11) | Presentation 6 |
| 4/21 | Thur. | IMV  
Corporate Governance & Social Responsibility (Chapter 2 & 3) & Review for Exam 3 | Presentation 7 |
| 4/28 | Thur. | Exam 3 (Chapters 2, 3, 9, 11) | TOWS due |
| 5/9  | Thur. | Group report and group peer evaluation due |       |
Case Presentation Evaluation – 100 Points (Project: )

Content (35 points) _______
- Logic and reasoning
- Sufficient evidence to back the strategic recommendation?
- Clarity of development of points?
- Pitched well to audience?

Organization (20 points) _______
- Well prepared, well organized?
- Is level of treatment appropriate, not overly detailed nor too general?
- Is presentation easy to follow, smooth continuity?
- Structure? Followed assigned structure, sequence?

Delivery (20 points) _______
- Smooth transition among presenters?
- Well practiced, rehearsed?
- No reading from notes (just speak to points on overheads?)
- Clear, good volume and enunciation, no mumbling?
- Efficient, avoided stumbling, confusion, blank spots?
- Overheads not too busy, font large enough to read?
- Visuals (e.g., key screen shots) used supportively?
- Good use of graphics (e.g., diagrams), if appropriate?
- No misspellings, poor grammar, misuse of words?

Facilitation of the learning experience (5 points) _______
- Does the presentation help other students understand the material?
- Does the presentation help other students understand how to apply the concepts learned in class to the case?

Audience Engagement (10 points) _______
- Do the presenters try to involve the audience and how?
- Engaging presentation style, energetic, enthusiastic?

Response to questions (10 points) _______
Total: _______