Notre Dame de Namur University  
BUS 4980 Business Policy  
Fall, 2015

This course syllabus and schedule are subject to change in the event of extenuating circumstances.

INSTRUCTOR: Dr. Rodney Heisterberg

Rodney Heisterberg serves as Professor in the School of Business and Management at Notre Dame de Namur University. He teaches courses on the application of Information Technology (IT) for enabling strategic management decision-making in virtual enterprises for the Master of Business Administration and Master of Science in Systems Management degree programs. He applies the learnings of those principles and practices as Managing Partner of Rod Heisterberg Associates for clients who are IT users and vendors.

Dr. Heisterberg has over 25 years of experience in the field of IT. He holds BS, MS, and Ph.D. degrees from Purdue University studying industrial engineering, computer science, and business administration. He has worked and consulted for numerous Global 500 companies, including British Aerospace, Eli Lilly, Ford, General Motors, Lockheed Martin, Mitsubishi, Procter & Gamble, Sunbeam, South African Breweries, and US Steel, as well as the U.S. Department of Defense at the Pentagon. Career highlights include serving as Program Director for a Personal Computer industry initiative sponsored by the U.S. Department of State to establish a PC manufacturing industrial base for economic development of the Government of Iraq.

He was Director of Information Technology Management Consulting for Gartner in San Jose where he performed technology product forecasting and led engagements for eBusiness transformation strategy and applications architecture development. His responsibilities focused on strategic planning for Collaborative Commerce including formation, implementation, and operation of businesses as virtual enterprises. This role leveraged his decade of experiences as a virtual enterprise architect for Lockheed Martin. This provided the credentials for him to be appointed as U.S. industry advisor to NATO where he continued to work as virtual enterprise architect for a collaborative ecosystem of multinational government-industry programs. He is known as an international thought leader based on his early work in cloud computing serving as the co-chair of the joint government-industry group that authored the first U.S. standard for providing content management applications Software-as-a-Service.

Dr. Heisterberg is active in the travel industry as a destination and event marketing professional. He conducts research and develops products for delivering visitor experience management solutions including social media and mobile technology featuring marketing apps integrated with streaming video. He serves the Destination Marketing Association International on the Technology Committee where he is leading initiatives for integration of cloud computing with
He is distinguished as an entrepreneur with active business and technology endeavors spanning the past three decades serving in the role of Chief Technology Officer. He performed market research and managed advisory programs that focused on Collaborative Commerce applications for building Internet communities using Web 2.0 enabling technologies incorporating cloud computing, social media, and mobile marketing technologies. He continues to be active as the Graduate Student Faculty Advisor at NDNU for mentoring prospective start-ups. In this role, he has also conducted workshops on developing business plans and investor presentations for undergraduate and graduate student entrepreneurs, as well as alumni start-ups.

As an internationally recognized speaker and writer, Dr. Heisterberg authored the Collaborative Commerce chapter of John Wiley & Sons’ award winning The Internet Encyclopedia in 2003. He contributed a chapter featuring interactive travel marketing solutions for The Handbook for Technology Management that was published by Wiley in 2010. His latest book entitled Creating Business Agility: How Convergence of Cloud, Social, Mobile, Video, and Big Data Enables Competitive Advantage, published by Wiley in 2014, provides a business case and game plan for integrating technology to build a smarter, more customer-centric digital business for a successful business ecosystem. The focus is on Business Agility Readiness (BAR) in terms of the five major developments transforming the IT environment. It describes how BAR is achieved by utilizing data-driven platforms enabling reengineered decision-making processes which leverage digital relationships with a social business model to drive innovation and collaboration.

OFFICE LOCATION: Notre Dame de Namur University campus in Belmont, location CU 17.

EMAIL: rheisterberg@ndnu.edu

OFFICE HOURS: one-half hour before and after class meeting or by appointment.

CLASS LOCATION: SM 117

CLASS DATES AND TIMES: from 6:00 p.m. to 9:15 p.m. on Tuesday from September 8 through December 15. Any exceptions to this schedule will be noted on the calendar or in case of emergency students will be notified by telephone or email. Activity using asynchronous Moodle discussion environments is also part of the course meeting.
REQUIRED TEXT:


DESCRIPTION: This course is used to integrate and apply the knowledge gained from previous courses with an emphasis on strategic planning, strategy formulation and implementation, analysis of industry and competitive firms, assessment of internal strengths and weaknesses, and the formulation of alternative strategies.

BACKGROUND: This course leverages the current trend in business and management known as Collaborative Commerce (C-Commerce). Traditionally, technology has been utilized within the "four walls" of the enterprise to facilitate improvements in business processes. With the advent of the Internet, enterprises have extended their use of information technologies to include external transactions with trading partners termed as "eCommerce". The emerging electronic business (eBusiness) models provide the enterprise with a collaboration capability across suppliers and customers that facilitate ease of information sharing and improved decision-making. The need to establish a sustainable competitive advantage requires the transition from the current eBusiness model of eCommerce to C-Commerce. This in turn requires the development of virtual enterprise management principles with new business practices for the formation and operation of alliances with collaborative partners having a mutual interest in their shared value chain.

C-Commerce is a strategy for the next stage of eBusiness evolution. C-Commerce business practices enable trading partners to create, manage, and use data in a shared environment to design, build, and support products throughout their lifecycle, working separately to leverage their core competencies together in a value chain that forms a virtual enterprise.

The hallmark of C-Commerce architecture is the Integration Hub which is the eBusiness platform that facilitates the sharing of information between trading partners as either a Private Trading Exchange or public e-marketplace using Software-as-a-Service. Integration Hub messaging services, such as inventory visibility, event notification, and performance measurement, provides the fundamental enabling technology for real time decision-making in a virtual enterprise. C-Commerce application software developed using a services-oriented architecture and deployed as web services has provided the technology base for the concept of the next generation Internet --- Web 2.0.
Though Web 2.0 is over-hyped, the blogs, wikis, social networks, RSS feeds, etc. are differentiated from the original Web technology because they replace static HTML web pages with dynamic JavaScript web services that have interactivity using peer-to-peer communication which facilitate sharing information. The characteristics of Web 2.0 are more clearly understood and appreciated in the context of a shared data environment by looking at collaboration in social networks. The interactions within and between virtual teams, focusing on the roles and responsibilities of the people and related value-added processes, provide a map that organizations can use to adapt communication and collaboration patterns for value chain optimization. This facilitates applying the appropriate collaboration technologies to deploy as online communities with best practices based on shared experiences working with these types of communities as e-marketplaces.

C-Commerce strategies are being built around Collaborative Product Commerce (CPC) and Collaborative Planning, Forecasting and Replenishment (CPFR) business models. While CPC scenarios are most prevalent in the industrial products sector for Build-to-Order solutions, CPFR was created to solve supply chain problems in the consumer packaged goods market space. The eBusiness transformation that is being realized via C-Commerce can be described in terms of management decision-making processes which leverage feedback using real time information throughout the value chain.

The two key adaptive strategic planning processes are: building the virtual enterprise infrastructure using Integration Hubs, and making decisions to optimize value chain business performance. An example is a C-Commerce framework that facilitates the management of an interactive marketing value chain. This is an adaptive strategic planning system for demand chain optimization deployed as a suite of marketing Decision Support System (DSS) applications using Web 2.0 enabling technology to provide the functionality needed to implement C-Commerce business models.

As C-Commerce continues to evolve as the mainstream eBusiness strategy for effective value chain management, the reengineering of management decision-making processes becomes the critical success factor for enterprise profitability and growth in the 21st century.

**OBJECTIVES:**

The course includes lectures, classroom and online discussions, textbook, library and Internet readings. The group activities and discussions will primarily consist of case analysis and will encompass a large portion of the classroom work. Additionally, students will prepare a project report/class presentation. This is a learning experience for all students, no matter what their past experience with enterprise business practices and collaborative work.
In terms of the following Course Learning Outcomes (CLOs), in accordance with the corresponding Program Learning Outcomes (PLOs) --- upon successful completion of this course the student should have acquired the ability to:

PLO1. Students will be able to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

CLO1:
- Perform research on state-of-practice C-Commerce topics relevant to analyzing strategy management scenarios in a business ecosystem and communicating the results via business reports/presentations.

PLO2. Students will be able to demonstrate effective leadership and collaboration skills needed to make business-critical decisions, accomplish functional, organizational and professional goals.

CLO2:
- Understand frameworks for strategic planning processes and their use for management of projects collaborating with internal business units and external virtual enterprise partners.

PLO3. Students will be able to demonstrate written and oral communication and information literacy competencies that support the effectiveness of strategic planning, marketing and operational activities.

CLO3:
- Clearly communicate applied business concepts both orally and in writing, while integrating knowledge gained in earlier MBA courses.

PLO4. Students will be able to evaluate and apply the effective use of technology to optimize business performance.

CLO4:
- When faced with a business technology implementation situation, identify key factors driving the problem or situation, assess additional information needed to understand the situation, and set priorities for decisions and actions.

PLO5. Students will develop comprehensive solutions to business problems by synthesizing and evaluating information using qualitative and quantitative methods of reasoning and analysis.

CLO5:
- Demonstrate the ability to think strategically about a business organization, analyze its strategic position relative to the external
environment, assess its capabilities and competencies, and evaluate strategic alternatives.

PLO6. Students apply the NDNU hallmarks (community engagement and social justice) to course curriculae.

CLO6:
• Evaluate the impact of contemporary business ethics on strategy management resource allocation decision-making processes.

ASSIGNMENT GUIDELINES:

Group Discussion Leadership: You will be part of a Group that will lead the presentation of the Discussion Topic associated with the assigned Readings for that class. This will require the Group to meet and analyze the topical area, work from any Instructor provided guidelines, and lead the class through the discussion/analysis. Groups are encouraged to use PowerPoint slides, engage your classmates in the discussion, and utilize other creative ideas to stimulate class interaction. Moreover, Groups are encouraged to go beyond the assigned readings to formulate their discussion by exploring other relevant recent events/articles. You should expect your fellow students to be intimately familiar with the assigned readings and will come to class prepared.

Individual Capstone Project Report: Your task is to select a publicly traded company from an Instructor-approved list and perform a thorough strategic analysis of that firm. Your analysis should address the industry that the firm competes, detailing the macro issues that affect that industry, the competitive environment, in terms of both individual competitors and the competitive forces of the industry itself, and how your firm is competitively positioned relative to other competitors. How does your firm compete today...what is the strategy, what is the value chain that supports that strategy...are they competitive. What are their key strengths and weaknesses...what is/are their competitive advantage(s)? Detail the specific issues, opportunities, threats, perceived internal issues as well that need to be addressed.

What should they do? Provide your set of strategic actions and recommendations that you believe the firm should focus on in order to take advantage of market and competitive opportunities. You should consider organizational structure, processes, corporate culture and leadership as part of your areas to consider when formulating your action plan. What short term and long term strategic and financial objectives would you recommend the firm focus on to aid in gaining alignment of their employees?

Note that in general, Capstone Project Report-Part A requires development of a competitive strategy that will establish core competencies to become the market
share leader; while *Capstone Project Report-Part B* builds on the first report to create a cooperative strategy for launching a product to capture a new market.

A separate “Capstone Project Overview” document will be posted on Moodle that provides further information on the specific project strategic planning scenarios for this assignment.

*C-Commerce Team Project*: You will form a virtual enterprise of appropriate core competencies to compete as a value chain for winning a new business opportunity in accordance with your *Capstone Project Report-Part B*. Your Team will create and present a proposal to win a competitive bid for a global initiative.

For this project, you will design and develop a collaborative business plan for strategic management of your virtual enterprise. Your Team will make a formal presentation on your proposed project. This is intended to be a professional quality team project presentation to the class with problem statement, analysis, discussion, results, conclusions, and recommendations.

*Classroom and Online Discussions*: This is a course that depends heavily on your contributions to understanding team processes and reviewing/evaluating strategic tools and processes. Your earnest and informed contributions are critical success factor.

**GRADING:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Group Discussion Leadership</td>
<td>100 pts</td>
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<tr>
<td>Individual Capstone Project Report-Part A</td>
<td>300 pts</td>
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<tr>
<td>Individual Capstone Project Report-Part B</td>
<td>300 pts</td>
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<tr>
<td>Group C-Commerce Team Project Presentation</td>
<td>200 pts</td>
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<tr>
<td>Participation: Classroom and Online Discussions</td>
<td>100 pts</td>
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<td><strong>TOTAL</strong></td>
<td><strong>1000 pts</strong></td>
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**BEFORE First Class:**

1. **READING/Writing Assignment** to be done before first class meeting.
   - Introduce yourself online in the Moodle “Student Introductions” workspace for this course.
     Note: If you are registered for the class, then you should have access to Moodle for this course.
   - Download from the Moodle WEEK ONE workspace the following Case Study documents as PDF files and review them in preparation for the Team Project kick-off activities during Class 1:
     - Destination Marketing Whitepaper (i.e., DMAI Futures Study)
     - SFCVB 2010-11 Strategic Business Plan
2. **PRESENTATION ASSIGNMENT** to be done before first class meeting:
   - Develop your “elevator pitch”, a 30-60 second explanation of who you are and why you would make an excellent team project member.
   - Prepare for your classroom presentation during the first class session.

**COURSE SCHEDULE:**
The schedule shows chapters to read BEFORE each class is held. Content assigned will be covered during the class meeting, but your effort to read and apply the material before class meetings will greatly improve your ability to learn the material. Where an assignment is noted for a particular class, it is to be prepared prior to the class and a hardcopy of the document is brought to class.

<table>
<thead>
<tr>
<th>Date</th>
<th>Discussion Topic</th>
<th>Readings</th>
<th>Assignments</th>
</tr>
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<tbody>
<tr>
<td>September 8</td>
<td>Course Overview Library Session Strategy Overview</td>
<td>Ch. 1; Chan (2004); Montgomery (2008)</td>
<td>Group Formation</td>
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<tr>
<td>September 15</td>
<td>External Analysis</td>
<td>Ch. 3; Porter (1979); Porter (2008)</td>
<td>Group Collaboration</td>
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<td>September 22</td>
<td>Internal Analysis</td>
<td>Ch. 4; Prhalad &amp; Hamel (1990); Treacy (1993)</td>
<td>Group #1 Lead Discussion</td>
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<td>September 29</td>
<td>Business Level Strategy</td>
<td>Ch. 5; Chan (2009)</td>
<td>Group #2 Lead Discussion</td>
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<td>October 6</td>
<td>Corporate Level Strategy</td>
<td>Ch. 8; Eisenhardt (1999)</td>
<td>Group #3 Lead Discussion</td>
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<tr>
<td>October 13</td>
<td>Competitive Strategy</td>
<td>Ch. 6</td>
<td>Group #4 Lead Discussion</td>
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<td>October 27</td>
<td>Business Agility Readiness Assessment</td>
<td><em>Creating Business Agility</em> Epilogue → …Next Steps?!!?</td>
<td>R &amp; R!!!</td>
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<td>November 3</td>
<td>Acquisition Strategy</td>
<td>Ch. 9; Kotter (1995)</td>
<td>C-Commerce Team Project</td>
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<td>November 10</td>
<td>International Strategy</td>
<td>Ch. 10</td>
<td>C-Commerce Team Project</td>
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<td>November 17</td>
<td>Strategic Leadership</td>
<td>Ch. 2; Goleman (2004); Kotter 2001</td>
<td>C-Commerce Team Project</td>
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<td>November 24</td>
<td>Corporate Governance</td>
<td>Ch.11; Sonnefeld (2002); Dalton (2008)</td>
<td>Virtual Team Meeting</td>
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<td>Notes</td>
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<td>December 1</td>
<td>Strategic Entrepreneurship</td>
<td>Ch. 12</td>
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<td>December 8</td>
<td>Business Agility Readiness Assessment</td>
<td>Creating Business Agility</td>
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<td></td>
<td>Epilogue → …and Beyond!!</td>
<td>C-Commerce Team Project</td>
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<td>December 15</td>
<td>C-Commerce Presentations</td>
<td>C-Commerce Presentations</td>
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<td>Capstone Project</td>
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<td>Report-Part B &amp; Presentation Due</td>
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**SUPPLEMENTARY READINGS:**


**WORKLOAD:**

Every three credit hour course in a graduate program at NDNU requires 180 hours of instruction and study. When classes are conducted in accordance with the fourteen week course mode of delivery, the average amount of coursework is approximately 13 hours per week. In addition to class attendance, this level of effort includes assignments estimated to take ten hours per week outside of class. The distribution of the average weekly hours of instruction/study for this class will follow that norm, as shown below:

- ✓ Class Contact Hours ------------------------------- 3
- ✓ Textbook Reading and Note Taking ---------------- 2
- ✓ Capstone Project Report Research-Writing -------- 4
- ✓ Team Project Collaboration and Presentation Development ------- 4
ONLINE FORUM:
Internet access is required for this class. Participation in the online interactive forum represents a significant portion of your grade. If you are registered for the course then you should have already been registered for the online access. There will also be additional course material and resources found only in this online forum. To use Moodle go to the website http://moodle.ndnu.edu/ and click on this course title to enroll. After clicking on the course link you will be asked to provide your username and password.

ACADEMIC HONESTY:
Academic honesty is a cornerstone of our values at NDNU. If any words or ideas used in an assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Consult the NDNU Student Handbook regarding consequences of misrepresenting your work.

PRIVACY and CONFIDENTIALITY:
One of the highlights of the NDNU academic experience is that students often use real-world examples from their organizations in class discussions and in their written work. However, it is imperative that students not share information that is confidential, privileged, or proprietary in nature. Students must be mindful of any contracts they have agreed to with their companies.

LEARNING and OTHER DISABILITIES:
If you have a learning disability or other circumstance that requires accommodations in this class, you must bring it to the attention of Program for Academic Support and Services (PASS) to arrange for possible accommodations. Phone: 650-508-3670.

SYLLABUS CHANGES:
This course syllabus and schedule are subject to change in the event of extenuating circumstances.

CLASS ATTENDANCE:
Your attendance is very important to your studies at the University. Non-attendance or lack of participation in the class will be considered during the grading process.

ATTENDANCE FOR SEVEN – WEEK OR INTENSIVE COURSE:
Your attendance is very important to your studies at the University. Non-attendance or lack of participation in the class will be considered during the
grading process. Two missed classes (or major portions of those classes) will yield an automatic “F” for the course.

WRITTEN ASSIGNMENTS:
The School of Business and Management requires the use of the American Psychological Association (APA) publication guidelines as a standard for all papers.

LATE HOMEWORK:
Assignments are to be completed and submitted by the start of each class meeting. Assignments not turned in on time are considered late. Late assignments will be accepted only for one week after the due date; after which time the assignment will not be accepted. Late assignments scores will incur a reduction of 20% of point value.

PARTICIPATION:
Online and classroom discussion activities are organized to maximize student involvement in the learning process. Because this is a Graduate course, it is through your participation in all these discussions where you are expected to demonstrate your mastery and comprehension of the material.