COURSE SYLLABUS
BUS 4980-01 BUSINESS POLICY & STRATEGY
NOTRE DAME DE NAMUR UNIVERSITY

Semester: Spring 2014
Day/Time: Wednesday 6:00 p.m. – 9:15 p.m.
Location: Cuvilly 21
Instructor: Don Campodonico
Office: Cuvilly Room 20
(650) 508-3629
donc@ndnu.edu

Prerequisites: BUS 4000; BUS 4040; BUS 4100; BUS 4108; BUS 4200; BUS 4208; BUS 4400

Office Hours: 1:00-1:45 p.m. Monday & Wednesday; TTh 10:45-11:30 am;
Wednesday 5:15-5:45 p.m. and by appointment

Course Description: This course integrates and applies the knowledge gained from previous courses with an emphasis on strategic planning, strategy formulation and implementation. We will address industry analysis and competitive positioning, the assessment of internal strengths and weaknesses, and the formulation and implementation of alternative strategies.

<table>
<thead>
<tr>
<th>Master of Business Administration (MBA) - Program Learning Outcomes</th>
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<tr>
<td>• Students will be able to understand, analyze and communicate global, economic, legal, and ethical aspects of business.</td>
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<td>• Students will be able to demonstrate effective leadership and collaboration skills needed to make business-critical decisions, accomplish functional, organizational and professional goals.</td>
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<td>• 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.</td>
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<td>• Students will be able to evaluate and apply the effective use of technology to optimize business performance.</td>
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<td>• Students will develop comprehensive solutions to business problems by synthesizing and evaluating information using qualitative and quantitative methods of reasoning and analysis.</td>
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<td>• Students apply the NDNU mission, values and hallmarks (community engagement and social justice) to course curriculum.</td>
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Learning Objectives:
- Through readings, discussion and case study assignments, students will demonstrate the ability to think strategically about a business organization, specifically its strategic position relative to the external environment, assessing its capabilities and competencies, and evaluating strategic alternatives. (PLOs # 1; 3; 4; & 5)
- Students will, though a computer simulation activity, create and implement a strategy and compete against other “companies” attempting to execute theirs. This provides an opportunity to apply multiple business disciplines in as close to a real-world environment as possible. (PLO # 2)
- Students will clearly communicate and apply business concepts both orally and in writing, while integrating knowledge gained in earlier MBA courses. (PLO #5)

Texts & Additional Required Readings:
Xanedu Digital Course Pack # 463696
Available at: http://www.xanedu.com/login.shtml
The pack is available in either printed form or digital access with desktop printing. (See page 11 of this syllabus for access information.)


Readings:

Accessible via Xanedu


Accessible pdf file via GOOGLE search engine


**Articles to be provided by the instructor**


Course Structure and Format

This class is a capstone course; therefore you are expected to provide substantial classroom input derived from readings, your individual research, case analysis, and your work and organizational experiences. My role will be to utilize lecture, ask questions, expand upon thoughts, and to agree or disagree to stimulate dialogue.

A typical class will likely include elements of formal lecture associated with assigned readings or related topic on strategy, student presentations on readings and/or selected assignments, and discussion of relevant activities happening in the business world.

I am looking forward to active involvement by all, stimulation through dialogue, and in general an environment where learning thrives.

Distribution of Average Weekly Hours of Instruction and Study --- XX Hours per week

| Distribution of Average Weekly Hours of Instruction and Study = 12 hours per week |
|---|---|
| Class Contact Hours | 3 Hours |
| Assigned Readings/Notes/Preparing for Class & Quizzes | 2 Hours |
| Written Assignments (includes Capstone) | 5 Hours |
| Group Work (Glo-Bus; Oral Presentation) | 2 Hours |

Total Number of Hours for this course: 180 hours
Grading Criteria

The final grade in this course is based upon your class involvement, written assignments, in-class quizzes, and a few group activities. The specific component and associated weighting is as follows:

<table>
<thead>
<tr>
<th>Grading Component</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Case Assignments</td>
<td>30%</td>
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<tr>
<td>Capstone Project</td>
<td>40%</td>
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<tr>
<td>Quizzes &amp; Class Involvement</td>
<td>10%</td>
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<tr>
<td>Group Simulation Competition &amp; Presentation Case/Topic Discussion Leadership</td>
<td>20%</td>
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</table>

Grading Scale

<table>
<thead>
<tr>
<th>Total %</th>
<th>Final Grade</th>
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<tbody>
<tr>
<td>&gt; 95%</td>
<td>A</td>
</tr>
<tr>
<td>90 - 94.9%</td>
<td>A-</td>
</tr>
<tr>
<td>86.7 - 89.9%</td>
<td>B+</td>
</tr>
<tr>
<td>83.3 - 86.6%</td>
<td>B</td>
</tr>
<tr>
<td>80 – 83.2%</td>
<td>B-</td>
</tr>
<tr>
<td>76.7 - 79.9%</td>
<td>C+</td>
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<tr>
<td>73.3 – 76.6%</td>
<td>C</td>
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<tr>
<td>70 – 73.2%</td>
<td>C-</td>
</tr>
<tr>
<td>60 – 69.9%</td>
<td>D</td>
</tr>
<tr>
<td>&lt; /= 59.9%</td>
<td>F</td>
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Case Assignments: There are a total of (4) four case studies this semester. While there are four cases we will address, you are required to submit a case analysis paper on only two of the four. It’s your choice which of the four you choose. If your group’s oral assignment falls on one of the case study evenings, it is likely in your best interest to submit an individual paper as well as lead the class discussion.

Student engagement is critical to a lively discussion of cases, so to that end, every student should come to class fully prepared to participate in the discussion regardless of whether or not you are submitting a written case analysis. In short, you must come to class well versed on the issues.

I will provide case study guidelines that should both facilitate your written analysis and provide the necessary framework for a fruitful discussion.

Capstone Project…A Strategic Review! (This is the culminating activity, the “BHAG” of the course. I would expect the report’s length to be in the 15-20 page range excluding cover page, table of contents, graphs/charts, references et al. APA format is required. The due date is Wednesday, April 16, 2014.)
Your task is to select a small or mid-cap publicly traded company (with instructor approval) 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?

I will be providing a separate “Capstone Project Overview” document on Moodle that provides further insight into this key assignment.

**Final Presentation of Capstone Project:** In lieu of a final exam, on the evening of April 24, 2014, each student will be required to present an “executive brief” (4-5 slides maximum) summarizing the essence of your Strategic Review. Given the length of our class meetings, your presentation will be limited to 10-12 minutes. So be succinct and focused!

**Quizzes:** There will be two (2) quizzes over the course of the semester that will address readings from Xanedu and the other required readings along with our class discussion. Quizzes will likely include a few multiple guess questions combined with a short essay question or case. They are **application driven so memorization is not recommended!**

**Group Assignments:** There are two (2) types of group assignments: 1) the Business Strategy Game and 2) leadership of the topic discussion on the evening your group is assigned.

**BSG** is a competition-based simulation modeled to mirror the real-world characteristics of the athletic footwear industry. Each of you will be part of a senior management team tasked with running the company in head-to-head competition against companies run by your fellow classmates. You will be competing in a global market, selling branded and private-label athletic footwear in four geographical regions---North America, Europe/Africa, Latin America and Asia-Pacific. Company performance will be measured against the following five (5) metrics: 1) earnings per share (EPS), 2) return on stockholders’ equity (ROE), 3) stock price, 4) credit rating and 5) your corporate brand/image. A separate handout will provide further information along with a schedule of events associated with completing the simulation.
Your individual grade in the simulation will be based upon:
   1) Your score on Quiz #1 of the simulation,
   2) Your score on Quiz #2,
   3) Your team’s performance against your three-year strategic plan,
   4) Your team’s company oral presentation at the conclusion of the simulation, (scheduled for April 17, 2013) and
   5) your companies overall performance in the simulation as detailed in the five criteria defined above.

The latter component carries the greatest weight

In terms of the second group assignment, you will be part of a group that will lead the class and discussion on either the case study or the topic area assigned for that evening. This will require the group to meet and discuss the case or 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 merely assigned readings to formulate their discussion…in short, exploring other relevant recent events/articles are encouraged.

You should expect your fellow students to be intimately familiar with the assigned readings and will come to class prepared.

Class Involvement: This class REQUIRES your participation and involvement; without it, you will have to listen to me, which I highly recommend you not let happen. Seriously, this class depends upon the experiences, knowledge and skills that each of you bring to the class; so be prepared for class and be engaged.

Moodle: Moodle is Course Management System that will be used this semester to augment our class. The site can be accessed via: http://sbmonline.ndnu.edu. You should utilize your NDNU email username and password to access the site. Once logged on, you merely need to double click on the BUS 4980-01 link.

I will post the PowerPoint slides used (in part) during our class discussion along with other related supplemental material.
About the Instructor

I am currently an Adjunct Instructor in the School of Business and Management at the university having joined NDNU in 1993 as a part-time instructor. Additionally, from time to time I provide consulting services in Operations/Manufacturing and Human Resources primarily in the high-tech sector.

From August 1998 through the September of 2001, I was the Vice President of Human Resources with Inhale Therapeutic Systems (now Nektar Therapeutic) in San Carlos. Prior to Inhale, I was a Vice President of the Octel Messaging Division of Lucent Technologies. Because of Lucent’s acquisition of Octel in September 1997, my last role at Octel was directing the integration of Octel into Lucent. Prior to the acquisition, I was Vice President of Operations, overseeing the Manufacturing, Corporate Quality, Information Systems and Order Management functions. Prior to Octel, I spent nine years at ROLM Corporation where my last role was Vice President of Operations overseeing a similar set of functional areas. I was with Landis and Gyr, Swiss systems manufacturer, for five years prior to ROLM.

Clearly, the majority of my career has been in Operations, specifically, manufacturing, information systems, and quality. I have operated in a senior or executive management capacity for 21 of my 29-year career in the hi-tech electronics and drug delivery industries. As a result, I was fortunate to be involved in all phases of strategic analysis, and strategy formulation and execution.

In addition to my business career, since 1983 I have taught business and management classes at Saint Mary’s College, Golden Gate University and NDNU. I earned both undergraduate and MBA degrees from San Francisco State University.

Plagiarism

It is imperative that all work submitted be an accurate reflection of your work. If you do incorporate the words or ideas that do not represent your own (which is entirely normal), you must cite all relevant sources and clearly detail to which the sources were used.

Per the Student Handbook plagiarism is:

“The inclusion of someone else’s product, words, ideas or data as one’s own work. Examples of plagiarism include the taking of any portion of a document, article or book and representing it as one’s own work; the lifting of a well-phrased sentence(s) and including such sentence(s) without crediting the author; including another person’s ideas as an example of one’s own work. Plagiarism includes using unpublished work as well as published sources; using another’s term paper; handing in work that was taken from a paper purchased from an individual or agency, including internet services.”

Bottom line, plagiarism will not be tolerated in this class. Any work that does not reflect your work without appropriate acknowledgement of the originator will be given a grade of F. Further action as defined in the Student Handbook is possible.

On **Wednesday, April 2**, the class will take a 3-hour WebBased Educational Testing Service
Major Field Test on the subject of Business Administration. The School of Business of Management recently was fully accredited by the ACBSP (Association of Collegiate Business Schools and Programs) this past summer, and as part of our existing and on-going effort of curriculum improvement we have a metric to measure the comprehensiveness of our business curriculum. This exam will not count toward your final grade; although you WILL receive extra credit points based upon your score in the exam…SO PLEASE TAKE IT SERIOUSLY.

Dean Brewer, Jordan Holtzman and the faculty of the SBM appreciate your participation.

Some final thoughts and expectations

Recognizing that you are busy professionals, there will be times when you might miss class due to work or some other personal requirement. I hope that these occurrences will be infrequent since we will be covering a lot of material over a relatively short period. Stay in contact with a colleague to ensure you stay abreast of any material you may miss.

To do well please consider the following:

- Come to class prepared. The material in the Xanedu textbook combined with other topical readings identified in this syllabus are designed to give your differing insights into the topic area and as a result broaden your awareness of strategic analysis, formulation and implementation methods.

- Take the Strategy simulation seriously…if you do, you will learn a lot, and have a lot of fun along the way. Full team participation is essential…everyone must do their part to make it a valuable experience.

- Begin the Capstone project early…select your firm, begin doing research early!

- Be engaged in class…do not be a wallflower; afterall, school is safe! Anything goes!

I am very excited to be your instructor for this class!

Final Note: This course syllabus and schedule is subject to change in the event of extenuating circumstances.
<table>
<thead>
<tr>
<th>Date</th>
<th>Discussion Topic</th>
<th>Readings</th>
<th>Assignments</th>
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<tbody>
<tr>
<td></td>
<td>Overview</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Read BSG Participants Guide</td>
</tr>
<tr>
<td>January 29</td>
<td>Internal Analysis</td>
<td>Prhalad &amp; Hamel (1990); Treacy (1993); SWOT II (2005)</td>
<td>Group # 1 Lead “Internal Analysis”</td>
</tr>
<tr>
<td>February 5</td>
<td>Sessions 1-3 Summary Macy’s</td>
<td>Case # 1</td>
<td>Group #2 Lead Macy’s Case Study</td>
</tr>
<tr>
<td>February 19</td>
<td>Singapore Airlines Case Study</td>
<td>Case # 2</td>
<td>Group # 4 Lead Singapore Airlines</td>
</tr>
<tr>
<td>February 26</td>
<td>Cooperative Strategy</td>
<td>Dyer, Kale, Singh (2004); Kelly (2005); Kaplan (2009)</td>
<td>Quiz and Group # 5 Lead Cooperative Strategy</td>
</tr>
<tr>
<td>March 5</td>
<td>Spring Break</td>
<td>No Class Today</td>
<td>Group # 6 Lead – J &amp; J Electrical Case Study</td>
</tr>
<tr>
<td>March 12</td>
<td>J &amp; J Electrical Case Study</td>
<td>Case # 3</td>
<td></td>
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<tr>
<td>March 19</td>
<td>Mergers &amp; Acquisitions</td>
<td>Guest Speaker – John Biezer Harding (2005); Epstein (2005); Christensen (2011)</td>
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<tr>
<td>March 26</td>
<td>Crowley Inn</td>
<td>Case # 4</td>
<td>Crowley Inn Case</td>
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<tr>
<td>April 2</td>
<td>ETS Major Field Test</td>
<td>ETS Major Field Test</td>
<td>ETS Major Field Test</td>
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<tr>
<td>April 9</td>
<td>Strategic Leadership</td>
<td>Guest Speaker – Matt Miller Goleman (2004); Kotter (2001); Stayer (1990); Kotter (2007)</td>
<td>Quiz</td>
</tr>
<tr>
<td>April 16</td>
<td>BSG Presentations</td>
<td>BSG Presentations</td>
<td>Capstone Project Due</td>
</tr>
<tr>
<td>April 23</td>
<td>Capstone Presentations</td>
<td>Capstone Presentations</td>
<td>Capstone Presentations</td>
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To access your Course Pack, students will need to do the following:

1. Open the XanEdu "Login/Register" page at:

2. If you have previously registered for another CoursePack, log in. If not, click the Student Registration link. Complete the registration page and click Submit.

3. Confirm your CoursePack Selection, and complete the purchase form.

Choose one of these options for your CoursePack delivery:

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   Price: $46.56 (price does not include shipping).
   You will have immediate access to your Digital CoursePack.
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   Shipping of a print copy is for valid U.S. addresses only. If you are outside the U.S., choose Option 2 below.

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Option 2: Digital access with desktop printing
   Price: $35.64
   You will have immediate access to your Digital CoursePack.
   You will not receive a printed copy of the CoursePack.
   You can print your CoursePack yourself, if your system hardware and connectivity supports downloading and printing very large files from the Internet. If you are not sure if your system supports this, we recommend that you select Option 1 above.

4. After completing the purchase, you will be taken directly to "My XanEdu" where you can access your digital CoursePack.

Questions? Please contact XanEdu Customer Service at 1-800-218-5971.