

Illinois Institute of Technology  
Stuart School of Business  
Course Syllabus  
Spring 2012

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**Instructor Information**

**Name:** William Fanizzo  
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**Office hours:** By appointment  
**TA Information:**

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**Course Information**

**Course #:** BUS 480

**Course name:** BUSINESS POLICY AND STRATEGY

**Course description:** Solving business problems from an upper management perspective by integrating and applying previous coursework in marketing, finance, accounting and operations management. Through analyzing cases and using business simulation, students will develop strategies and formulate policies to attain business objectives. This course presents a conceptual and analytical framework for understanding the operation of the firm within the global business environment. Some of the factors in the strategic management process include:

- Defining the mission statement of an organization
- Setting objectives and targets
- An assessment of external environment as well as competitive position
- An analysis of internal strengths and weaknesses
- Formulating corporate, business and international strategies

- ❑ Formulating organizational and functional strategies
- ❑ Implementation and control

**Course day and time:** M & W 1:50-3:05

**Course Objectives:**

**Pre-requisites:** This course serves as a capstone course for students in their senior year. In it, students are provided with the opportunity to INTEGRATE their inter-disciplinary knowledge in analyzing organizations from the perspective of senior management. Specifically, the course is designed to achieve the following objectives:

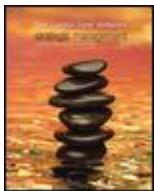
- ❑ Acquaint students with the basic concepts underlying the field of strategic management.
- ❑ Equip students with the essential analytical skills needed to integrate previous study in marketing, finance, operations, and management to examine an organization as a total entity and identify and discuss central issues in complex problems presented in current business cases.
- ❑ Provide students with the research skills that enable them to gather and interpret information about key external and internal factors and use this data to generate and evaluate alternative strategies to solve business problems.
- ❑ Enable students to apply their conceptual and analytical skills in formulating a comprehensive strategic plan and present the results of a complete strategic analysis in both written and oral formats.
- ❑ Require students to perform ethic reasoning in various strategic decision making scenarios
- ❑ Enable students to practice team work when facing complex strategic decisions

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## Required Course Materials

**Text:**

**Strategic Management: Creating Competitive Advantages, 6th Edition**



**Gregory G Dess, UNIV OF TEXAS AT DALLAS**  
**Alan Eisner, Pace University**  
**G.T. (Tom) Lumpkin, SYRACUSE UNIVERSITY**  
**Gerry McNamara, MICHIGAN STATE UNIVERSITY**  
Softcover, 592 pages  
©2012, ISBN-13 9780077439569

**Students need to purchase the following simulation from the publisher.**

**Business Strategy simulation:** The Business Strategy Game  
Competing in a Global Marketplace

**Introductory Video** [http://www.bsg-online.com/help/videos/Intro/BSG\\_Intro\\_Video\\_controller.swf](http://www.bsg-online.com/help/videos/Intro/BSG_Intro_Video_controller.swf)

**Required: BSG: The Business Strategy Game, 2010 edition Purchased separately w/ Cr. Card \$38.95**

**Registration code** 27156-WFO-A, B, C, etc. (pick one and change letter to your company name)

HBR Case Study (Final)

**Students need to purchase the HBR case directly from the publisher:**

[http://www.hbsp.harvard.edu/hbsp/academic\\_discipline/marketing.jsp?N=51\\_0357](http://www.hbsp.harvard.edu/hbsp/academic_discipline/marketing.jsp?N=51_0357)

HBR Product 9-799-139— **Newell Co.: Corporate Strategy**

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## Course & Instructor Policies

### Laptops

**Note:** Please leave your laptops at home, and your cell phones off. This is not a lecture course, but a participation / discussion course. If you feel the need to take notes, please do it the old-fashioned way. Class participation is a very important part of a course like this (10%), come prepared to class to discuss the assignments and the content of the chapters.

### **Assignments are due the day of class assigned.**

All assignments are due by the start of class for the class assigned. Week 2 assignments are due by 3:15 PM the day of Week two, etc. All assignments are to be deposited into the drop box for that Week. The assignments must have your name and assignment name in the Header, and your name has to be in the file name: *Example: Fanizzo, Wk2. doc.*, this is all that is necessary, no more. The drop box will be closed at 3:15 PM and any late assignments will have to go into the “Late Assignments, penalty box” for that week’s assignment. Late assignments will be penalized 1 letter grade and will not be accepted after two weeks. No make-ups.

## Grading System/Policy

### Grading Criteria

<b>Attendance</b>	<b>10%</b>
<b>Class participation</b>	<b>10%</b>
<b>Weekly Assignments</b>	<b>45%</b>
<b>Final paper</b>	<b>15%</b>
<b>Simulation</b>	<b>20%</b>
	<b>100%</b>

Grade Score:

Incompletes: 0 pts

### Case Study Analysis

All case studies must be analyzed as though you have been called upon to solve a problem that faces the business being studied. **You are the Consultant, and you must write from that perspective.** You must follow the Case Study format supplied exactly. All papers must be clearly written, and all points, suggestions, and recommendations must be supported by data from within the case or academic research, no personal opinions.

## Assignment Table

Week	Week Topics	Readings	Assignments
1 1/09- 1/11	<p>Week</p> <ul style="list-style-type: none"> <li>Analyzing Strategic Management Cases</li> <li></li> </ul>	Dess, Lumpkin, & Eisner Chapter 13 Case Study Format Review the Word document:	<ol style="list-style-type: none"> <li>Review of syllabus</li> <li>Review of simulation, Register</li> <li>Case study analysis &amp; Template</li> </ol> <p><b><u>Due Wednesday.</u></b>  <b>Robin Hood</b> Analyze using the supplied format, and discussed in class.</p>
2 1/16- 18	Creating competitive advantages	Dess, Lumpkin, & Eisner Chapter 1	<p><b><u>Due Monday</u></b>  <b>Case: Edward Marshall (#2)</b> Analyze using the supplied format, and discussed in class.</p> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>Explanation of Ratios</li> <li>Video: Jack Welch</li> </ol>



<p>3 1/23- 25</p>	<ul style="list-style-type: none"> <li>External Environment of the Firm</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 2 Read and understand Financial Ratio Analysis Techniques from the textbook, PP455-456, 470- 471, 471-479, and Doc. Sharing</p>	<p><b>Due Monday</b></p> <ol style="list-style-type: none"> <li><b>Case:</b> In doc sharing are the two consolidated financials of K-Mart, Home Depot and Wal-Mart. Using the case study analysis format supplied, analyze K-Mart, using the other two as benchmarks. Identify K-Marts problem, causes, possible solutions, your solution, and your justification for your solution.</li> </ol> <p><b>Wednesday</b></p> <ol style="list-style-type: none"> <li>Videos Michael Dell</li> <li>Class exercises</li> </ol>
<p>4 130- 2/1</p>	<ul style="list-style-type: none"> <li>Internal Environment</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 3</p>	<p><b>Due Monday</b></p> <ol style="list-style-type: none"> <li><b>Case Study Fresh Direct,</b> Analyze using the supplied format, and discussed in class.</li> </ol> <p><b>Due Wednesday</b></p> <ol style="list-style-type: none"> <li>Class exercises</li> </ol>
<p>5 2/6-8</p>	<ul style="list-style-type: none"> <li>Recognizing a Firm's Intellectual Assets</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 4 Growth article, doc sharing</p>	<p><b>Due Monday</b></p> <ol style="list-style-type: none"> <li><b>Case Study, SW Airlines,</b> Analyze using the supplied format, and discussed in class.</li> </ol>

			<p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>1. Class exercises</li> </ol>
<p>6 2/13- 15</p>	<ul style="list-style-type: none"> <li>• Business-Level Strategy</li> <li>•</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 5 Read: Porter's Five Forces, HBR (Doc Sharing)</p>	<p><b><u>Due Monday</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Case Study Apple</b> Analyze using the supplied format, and discussed in class.</li> </ol> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>2. Discussion on Mid-Term and Strategic Audit</li> <li>3. Class exercise</li> </ol>
<p>7 2/20- 22</p>	<ul style="list-style-type: none"> <li>• Corporate-Level Strategy</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 6 Growth Article</p>	<p><b><u>Due Monday</u></b></p> <ol style="list-style-type: none"> <li>1. Growth Article: Answer the question: What is the essence of Immelt's Growth Strategy (3 pages)</li> </ol> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>2. Submit Mid-Term company</li> <li>3. Class exercises</li> </ol>
<p>8 2/27- 29</p>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>• International Strategy: Creating Value in global Markets</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 7</p>	<p><b><u>Due Monday</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Zhejiang Geely</b>, Analyze using the supplied format, and discussed in class.</li> </ol> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>1. Discussion of Mid-Term</li> <li>2. Videos Staples &amp; Palm</li> </ol>

<p>9 3/5-7</p>	<ul style="list-style-type: none"> <li>• Entrepreneurial Strategy and competitive Dynamics</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 8</p>	<p><b><u>Mid term due Monday,</u></b></p> <ol style="list-style-type: none"> <li>1. Strategic audit: Mid-term project will consist of a strategic audit of a publicly traded company of your choice (format supplied). Selected company must be approved in advance by instructor. A short presentation to the class on key points, (3-4 PPT slides)</li> <li>2. Review of simulation, Practice round begins</li> </ol> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>2. Videos Sun Micro Systems, Loud Cloud</li> <li>3. Class exercises</li> </ol>
<p>10 3/12-18</p>	<ul style="list-style-type: none"> <li>• Strategic control and Corporate governance</li> <li>•</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 9</p>	<p><b><u>Due Monday</u></b></p> <ol style="list-style-type: none"> <li>1. AIG, Analyze using the supplied format, and discussed in class</li> </ol> <p>Review of practice round</p> <p><b><u>Wednesday</u></b></p> <ol style="list-style-type: none"> <li>4. Class exercises</li> </ol>

<p>11 3/19- 21</p>	<p><b>Spring Break</b></p>		<p><b><u>Due Monday 3:15 PM</u></b>          1. Competition Round 1 (yr 11)</p>
<p>12 3/26- 28</p>	<ul style="list-style-type: none"> <li>• Creating Effective Organizational Designs</li> </ul>	<p>Dess, Lumpkin, &amp; Eisner Chapter 10</p>	<p><b><u>Due Monday 3:15 PM</u></b>          Simulation round 2 &amp; 3 due Friday midnight (Yr 12&amp; 13)</p> <p><b><u>Wednesday</u></b>          5. Class exercises</p>
<p>13 4/2-4</p>	<p>Strategic Leadership: Creating a Learning Organization and an Ethical Organization</p>	<p>Dess, Lumpkin, &amp; Eisner Chapter 11</p>	<p><b><u>Due Monday 3:15 PM</u></b>  <b>1. Best Laid incentive plans</b>, Analyze using the supplied format, and discussed in class          Simulation round 4 &amp; 5 due Friday midnight (Yr 14 &amp; 15)</p> <p><b><u>Wednesday</u></b>          2. Class exercises</p>

<p>14 4/9-11</p>	<p><b>Managing Innovation and fostering corporate Entrepreneurship</b></p>	<p>Dess, Lumpkin, &amp; Eisner Chapter 12</p>	<p><b>Due Monday 3:15 PM</b>  <b>1. World Wrestling Entertainment</b>, Analyze using the supplied format, and discussed in class                  2. Simulation round 6 &amp; 7 due Friday midnight (Yr 15 &amp; 16)  <b>Wednesday</b>                  3. Class exercises</p>
<p>15 4/16-18</p>			<p><b>1. Due Monday 3:15 PM</b>                  Simulation round 8 &amp; 9 due Friday midnight (Yr 17 &amp; 18)   <b>Wednesday</b>                  2. Class exercises</p>
<p>16 4/23-25</p>	<p>•</p>		<p>1. <b>Due Monday</b> Final Paper: Newell                  The final paper will consist of an analysis of a more comprehensive case study, published by Harvard Business Review                  2. Complete Rounds 10 (yr 19)                   3. <b>Due Wednesday</b> Final Presentation of simulation covering your original strategy, decisions, the rationale for the results achieved, and lessons learned from the exercise. In addition, the student should present what it might have done differently, and why. (4-5 PPT slides)</p>

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## **Disabilities**

Reasonable accommodations will be made for students with documented disabilities. In order to receive accommodations, students must obtain a letter of accommodation from the Center for Disability Resources and make an appointment to speak with me as soon as possible. My office hours are listed on the first page of the syllabus. The Center for Disability Resources is located in the Life Sciences Building, room 218, 312-567-5744 or [disabilities@iit.edu](mailto:disabilities@iit.edu)

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## **Copyright/Plagiarism/Academic Integrity**

### **Rules on Plagiarism and Academic Integrity**

Plagiarism and other violations of academic integrity are strictly prohibited and subject to penalty as defined by the University. The academic integrity material in the handbook is found at page 30 in the IIT student handbook. Students will be expected to conform to the rules and procedures set forth in the handbook.

The code of conduct governing writing by students at IIT requires original writing, prohibits plagiarism and provides severe sanctions for plagiarism. Original writing consists of thinking through ideas and expressing them in your own way. If the ideas are from other sources, use footnotes or other citation methods to indicate the source of the ideas. Plagiarism is the act of passing off someone else's work or ideas as your own. The sanctions include, but are not limited to, expulsion and the imposition of a punitive grade of 'E'.

### **What is Plagiarism?**

Often there is some confusion as to what constitutes plagiarism. Plagiarism is the act of passing off someone else's work as your own. To assist in providing an understanding of the types of writing that constitute plagiarism, three types of are each discussed below. Also discussed below is the problem of "string citations." String citations are not plagiarism, but many professors will reject string citations because they are not the student's original work.

Word for Word copying: The use of any phrase or excerpt from another source requires the use of quotation marks around the copied material, or if the material is more than a few lines, the copied material should be placed in its own indented paragraph. A citation in proper form is always required to identify the source.

Plagiarizing by Paraphrase: When a writer uses a source, substitutes words and sentences, or even changes the order but keeps the meaning of the original, a citation is required. In the example given below, the original is on the left. The paraphrase in the right box constitutes plagiarism.

<p><u>Original:</u> It is not generally recognized that at the same time when women are making their way into every corner of our work-world, only one percent of the professional engineers in the nation are female. A generation ago, this statistic would have raised no eyebrows, but today, it is hard to believe.</p>	<p><u>Paraphrase:</u> Few people realize now that women are finding jobs in all fields, that a tiny percentage of the country's engineers are female. Years ago this would have surprised no one, but now it seems incredible.</p>
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The writer could avoid plagiarism here by acknowledging the source and providing a proper citation.

Mosaic Plagiarism: Here the writer lifts phrases and terms from the source and embeds them in his own prose. An example follows in which the lifted phrases are underlined:

The pressure is on to get more women into engineering. The engineering schools and major corporations have opened wide their gates and are recruiting women zealously. Practically all women engineering graduates can find attractive jobs. Nevertheless, at the moment, only one percent of the professional engineers in the country are female.

Mosaic plagiarism is sometimes caused by careless note taking. However, it looks dishonest and is judged as such. The use of quotation marks around the original wording and citation avoid the problem of plagiarism. Often a better approach is to use paraphrase or to quote directly (with appropriate citations).

Plagiarism can be avoided by providing citations for the sources of any material, including *ideas, phrases, or sentences* that you have used in your paper. A number of different systems are available for providing citations. The key to all of them is that the writer must clearly identify for the reader the sources of all material (including ideas) that have come from somewhere else.

**String Quotation Problem:** Sometimes a student will write a paper consisting of a string of quotations. It is usually much better for a student to provide his or her own analysis and write the paper in his or her own words. Many professors will reject a paper consisting primarily of material quoted from other sources because they do not view such a paper as the student's own work. You should understand your professor's view with respect to string quotations prior to writing your paper.