Course Syllabus
MGT 463 003 Fall 2011
Business Policy and Strategy

Professor:    Dr. Elton Scifres
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Hours:        M 5:00-6:00; W 1:00-4:00; TTH 9:15-12:30
I am always accessible via e-mail and will gladly make appointments outside my posted office hours.

Students with Disabilities - To obtain disability related accommodations and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, Room 325, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided.

CATALOG DESCRIPTION
Formulation and implementation of strategy in the organization, emphasizing the integration of decisions in functional areas.

PREREQUISITES
Completion of all business core courses and senior standing.

CURRENT TEXTBOOK
There is no required textbook for this course. Required readings will be available to students in an on-line course pack or through the library. To purchase and access your online CoursePack, you will need to do the following:


2. If you have previously registered for another CoursePack, log in. If not, click the Register link underneath the Students heading. Complete the registration page and click Continue.

3. Confirm your CoursePack selection and click Continue.

4. Complete your billing information, confirm and click Continue.

5. After completing the purchase pages, you will be taken to your CoursePack.

6. If you have problems, contact XanEdu Customer Service at 1-800-218-5971 (option 4) or email cust.serv@xanedu.com.
EVALUATION
Student performance will be measured through examinations, case analyses, and planning documents. Other types of evaluation mechanisms may be employed at the discretion of the professor.

COURSE CONTENT
Environmental Opportunities & Threats
Organizational Direction
Strategy Formulation
Strategy Implementation
Strategic Control

GRADING COMPONENTS

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Exams</td>
<td>600</td>
</tr>
<tr>
<td>Quizzes</td>
<td>100</td>
</tr>
<tr>
<td>Capstone Grades</td>
<td></td>
</tr>
<tr>
<td>Situation Analysis</td>
<td>25</td>
</tr>
<tr>
<td>Planning Paper</td>
<td>75</td>
</tr>
<tr>
<td>Report to Shareholders</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
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Important: Failing all exams (scores of less than 60%) will result in a failing course grade, regardless of your performance on group work and quizzes. (aka “the passing rule”)

Grade appeals must be submitted in writing within one week of receiving the grade. Appeals based on computational or recording errors do not have to be submitted in writing.

The grading scale for the final grade is typically 900-1,000 = A; 800-899 = B; 700-799 = C; 600-699 = D; less than 600 = F. I consider borderline grades to be those within 10 points of another grade; i.e. 890-899.

Most students in this class are planning to graduate this semester. To graduate you must have a 2.0 average in all COB foundation classes. Because this is the last foundation class most students take, some of you may need to make higher than a passing grade in this class to qualify for graduation. It is crucial that you are aware of the grade needed to graduate. On the other hand, I do NOT need to be aware of this. To ensure that I treat everyone fairly and impartially with respect to grades I ask that you do not share this information with me.
ANALYSIS OF GRADING COMPONENTS

1. **Exams.** Three exams will be offered. The first two exams will be worth 175 points each and the final will be worth 250 points. The final exam will be comprehensive but will be more heavily weighted toward the material from the last part of the class. Exams may consist of multiple choice, short answers, essay questions, and case analyses. The exams will cover material from all assigned readings, lectures, and class discussions. No makeup exams will be allowed. It is impossible to make an equivalent exam without placing the student at either an advantage or disadvantage. **If an exam is missed due to an unexcused absence a grade of zero will be assigned.** If a student misses one of the first two exams due to an excused absence (see attendance policy below for definition of excused absence) the final exam grade will be the makeup. **For an exam to be counted as an excused absence I must be notified before the exam.** You may notify me via e-mail or phone. If you leave a message with the departmental receptionist please make sure the date and time are recorded. Documentation verifying your excuse must be submitted prior to the end of the semester. Failure to follow these guidelines will result in the absence being treated as unexcused.

2. **Quizzes/Case Assignments.** Quizzes covering assigned readings and/or material covered in class will be given periodically. Other short case assignments may also be given at the discretion of the instructor. No make-up quizzes will be allowed due to absences. (See attendance policy below for more information on missed quizzes/assignments)

3. **Capstone Grades.** Each capstone team will be graded on three items; a situation analysis, planning paper, and a report to shareholders. More information on each of these items will be provided at a later date.

**PEER EVALUATIONS**
Since much of your work in this course is done on a group basis, it is important for you to evaluate the contributions of fellow group members to group projects. It is unfair to share equally in the credit when one person performs the lion's share of the work and another shirks his or her responsibilities. Therefore, individual grades on group assignments will be the product of the overall group grade and peer evaluations. Each group member will evaluate other group members by assigning a score from 0 to 100 percent. Total team member points will be multiplied by the average rating to arrive at individual scores. The instructor reserves the right to discard scores that are obviously out of line. Individual peer ratings are confidential, but the average score will be available at your request. All peer evaluations are due on the day of the class presentation. **Students not turning in peer evaluations will be penalized a letter grade on their group projects!** Please give this assignment careful thought and consideration as the results are binding and non-negotiable. (IF YOU NEED SOME SPECIAL CONSIDERATION, MAKE SURE THAT YOUR GROUP UNDERSTANDS; DO EVERYTHING YOU CAN TO COMPENSATE FOR IT.)
ATTENDANCE POLICY

Each student is expected to attend every class session having read and prepared that day’s assignment. Attendance and preparation will be monitored through the use of random quizzes. I will not formally track your attendance and penalize you for excessive absences. However, students missing quizzes due to unexcused absences (or tardiness) will be assigned a score of zero. Students failing to turn in an assignment due to an unexcused absence will also be given a zero. In addition, I reserve the right to deny bonus points, extra credit, or grade adjustments (curves) to students with excessive unexcused absences.

Excused absences are those due to illness (self or family) or due to officially sanctioned University events. You will also be allowed one unexcused absence due to a job interview. If you miss a quiz, or assignment due to an excused absence, you must submit the reason for missing in writing prior to, or immediately following the absence. You will not be allowed to make up quizzes and assignments but they will not count against you. You should be prepared to verify your excuse with written documentation if requested.

Although not graded, participation and attendance will be a factor in deciding borderline grades. Students engaging in disruptive behavior in class (reading newspapers, playing games, engaging in private conversations, sleeping, or anything that detracts from the purpose of the class) may be penalized up to 50 points for each infraction.

ACADEMIC HONESTY

Academic misconduct, including plagiarism and cheating on exams will be dealt with under official university procedures. Remember, the value of your degree depends on the integrity of each student’s work.

BEHAVIORAL GUIDLINES

As a teacher I have the following responsibilities:
1. Come prepared to class.
2. Treat you as responsible adults.
3. Consider that it is not always your fault if you don’t understand the material.
4. Create a mutually respectful classroom environment.

As students you have the following responsibilities:
1. Come prepared to class.
2. Behave as responsible adults.
3. Consider that it is not always my fault if you don’t understand the material.
4. Treat others with respect.
MISCELLANEOUS POLICIES

- Although I will try to maintain the class schedule, I may need to make adjustments. Any such changes will be announced in class as early as possible. Students not attending class are responsible for obtaining this information.
- Missing class (either for excused or unexcused reasons) is not an excuse for being unprepared for the next class. You are responsible for obtaining readings and notes prior to the next class meeting.
- You may e-mail me for help anytime. Please include your section number or class time on all e-mails.
- I do not give “extra credit” or additional projects to increase one’s grade at any time.
- The grade you need to graduate will not influence the grade you receive in this class. If you are concerned about your grades please come talk to me as soon as possible.
- Please arrive on time and do not leave class early unless it is absolutely necessary. It is quite disruptive.
- Please turn off or silence cell phones before class and please do not text during class.

MAJOR FIELD TEST
As part of the College of Business curriculum assessment, all students enrolled in MGT 463 must register for and complete the Major Field Test. Failure to do so may delay your graduation. Registration information will be provided during the semester.

GENERAL INFORMATION
The following web pages contain links to pertinent information. The program learning outcomes for this course can be found at: http://cobweb.sfasu.edu/plo.html. General student policies can be found at: http://cobweb.sfasu.edu/gsp.html, including the university academic integrity policy, the semester grades policy for withheld grades, and the policy for students with disabilities.
COURSE OUTLINE

Aug 30  Introduction to Course
       Syllabus, Capstone manual, and student information sheets

Sept. 1  Introduction to Strategic Management (Process)

6  Introduction to Strategic Management (Content)
   Mini Case: Federal Express (video case)

8  Introduction to Capstone
   Reading: Capstone Manual
   Group Assignments

13  Capstone Discussion: Situation Analysis, Rehearsal Simulation
   Capstone Assignments: Registration Completed
       Introduction Lesson and Quiz Completed

15  External Analysis
       (Available through Library database)

20  External Analysis Cont.
   Capstone Assignment: Rehearsal Simulation Completed

22  Computer Lab
   Practice Round 1
   Capstone Assignment: Situation Analysis Completed

27  External Analysis Cont.
   Capstone Assignment: Practice Round 1 Due

29  Exam 1

Oct 4  Strategy Formulation - Business Strategy
       (Available from library database)
   Capstone Discussion: Guidelines for Planning Paper
Oct 6  Strategy Formulation - Business Strategy Continued
   Capstone Assignment: Practice Round 2 Due
   Capstone Discussion: Second Shift Cost

11  Strategy Formulation – Business Strategy Continued
   Capstone Discussion: Questions/Understanding the Customer Survey

13  Strategic Direction
   (Xanedus Course Pack)
   Mini Case: Rubbermaid Goes Thump. Fortune
   Capstone Assignment: Planning Paper Due
          Round 1 Due

18  Strategic Direction Cont.

20  Internal Analysis
   Capstone: Round 2 Due

25  Internal Analysis Continued

27  Strategy Formulation – Corporate Strategy
   Capstone: Round 3 Due

Nov. 1  Strategy Formulation – Corporate Strategy Cont.

3  Exam 2

8  Strategy Implementation – Systems Thinking
   Capstone: Round 4
   Guidelines for Presentation to Shareholders

10  Strategy Implementation – Strategy & Structure
   Reading:
   Capstone: Round 5
    Case: Acme & Omega (in class reading)  
    Capstone: Round 6  

17  Strategy Implementation – Strategy & Culture  
    Mini Case: Oticon  
    Capstone: Round 7  

22  Strategy Implementation – Strategy & Politics  
    Mini Case: New Direction for Upstage Theater (in class reading)  

24  Thanksgiving Holiday  

29  Capstone Presentations  

Dec.  1  Capstone Presentations  

6  Capstone Presentations  
    Capstone: Round 8  

8  Review  

15  Final Exam
Program Learning Outcomes:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://cobweb.sfasu.edu/plo.html.

General Student Policies:
Academic Integrity (A-9.1)
Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

Definition of Academic Dishonesty
Academic dishonesty includes both cheating and plagiarism. Cheating includes but is not limited to (1) using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class; (2) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are (1) submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one's paper without giving the author due credit. Please read the complete policy at http://www.sfasu.edu/policies/academic_integrity.asp.

Withheld Grades Semester Grades Policy (A-54)
Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

Students with Disabilities
To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Acceptable Student Behavior
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the Student Conduct Code, policy D-34.1). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

August 20, 2010