

Course: BUS 6020 Strategic Management

Period: Fall 2011

Course Location: Mexico City Campus

Class Time: Monday 18:00-21:00

Instructor: Dr. David A. Hawkyard

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Grading: Letter

Units: 3

I. Rationale

This course is one of the last in the study program, which implies that it is more about integrating, applying, and evaluating knowledge than just acquiring it. It also implies the demonstration of a range of abilities which are characteristic of the business professional, such as critical thinking, communication competence, ethical awareness, teamwork, and leadership. This course is designed for students who intend to be managers with the authority and personal inspiration to translate organizational strategy into effective operational performance. The study program requires managers to build on their strategic management and leadership skills and to focus on the requirements of implementing an organization's strategy.

“Alliant International University educates citizens of the world, ensuring the acquisition of knowledge and competencies that are essential to live, lead, and solve problems in a global society.”

Alliant's Mission Statement

Alliant International University prepares students for professional careers of service and leadership, and promotes the discovery and application of knowledge to improve the lives of people in diverse cultures and communities around the world.

Alliant is committed to excellence in four areas:

1. Education for Professional Practice

Alliant's educational programs are designed to give students the knowledge, skills and ethical values they need to serve and lead effectively in a variety of professional settings. Alliant graduates are expected to achieve mastery of a body of knowledge and be able to apply that knowledge in professional practice in order to achieve desired and beneficial outcomes.

2. Scholarship

Scholarship in the Alliant context includes the discovery of new knowledge; the discovery of new applications of knowledge to solve practical problems; the integration of knowledge in new ways; and innovation in teaching knowledge and professional competencies.

3. Multicultural and International Competence

Alliant is an inclusive institution committed to serving diverse populations around the world by preparing professionals to work effectively across cultural and national boundaries; by increasing the number of professionals working in underserved areas; and by understanding and responding to the needs of diverse communities.

4. Community Engagement

Alliant's faculty, students, alumni and staff are dedicated to making a positive difference in the world through professional education and practice. We measure the success of our university in part by the impact we have, both directly and indirectly, on the welfare of individuals, families, organizations and communities.



CALENDAR FALL 2011

FALL SEMESTER 2011

Aug. 1 Monday: Last day to register for Fall Semester without paying a late fee

Aug. 22-27 Monday – Saturday: New student orientation -- Attendance is mandatory for new students

Aug. 29 Monday: Instruction begins for Fall Semester [full-term (16-week) and Session 1 (8-week) courses]

Sept. 13 Tuesday: Add/Drop Deadline for Fall Semester full-term courses. Last day to drop a full-term course for 100% refund

Friday, September 16-- Mexican Independence Holiday—NO CLASSES

Sept. 23 Friday: Last day to withdraw from Fall Semester Session 1 courses in good standing

Oct. 21 Friday: Last day to withdraw from Fall Semester full-term courses in good standing

Oct. 22 Saturday: *Alliant Makes A Difference Day*

Oct. 23 Sunday: Last day of Fall Session 1 courses

Oct. 24 Monday: Instruction begins for Fall Semester Session 2 (8-week) courses

Wednesday, NOVEMBER 2 –Día de los Muertos Holiday—NO CLASSES

Nov. 4 Friday: Fall Semester Session 1 grades due to Registrar's Office

Nov. 18 Friday: Last day to withdraw from Fall Semester Session 2 courses in good standing. Fall Semester Session 1 grades available on-line

Monday, November 21 --Mexican Revolution Holiday—NO CLASSES

Nov. 28 Monday: Registration for Spring Semester begins

Dec. 11 Sunday: Last day of Fall Semester full-term courses

Dec. 12-18 Monday – Sunday: Final Examinations; make up classes (in case of holidays, etc.); semester-end activities

Dec. 18 Sunday: Last day of Fall Semester Session 2 courses

Dec. 26 Monday: Last day to register for Spring Semester without paying a late fee

Jan. 6 Friday: Fall Semester full-term and Session 2 grades due to Registrar's Office

Jan. 13 Friday: Fall Semester grades available on-line

ALLIANT INTERNATIONAL UNIVERSITY—MEXICO CITY 2012 SPRING SEMESTER 2012

Jan. 17 -20 Tuesday – Friday: New student orientation/Attendance is mandatory for new students

Jan. 23 Monday: Instruction begins for Spring Semester [full-term (16-week) and Session 1 (8-week) courses]

Feb. 6 Monday: Add/Drop Deadline for Spring Semester full-term courses. Last day to add or drop a full-term course without late fee. Last day to drop a full-term course for 100% refund

II. Course Description, Purpose, Student Learning Outcomes, and Assessment

A. Course Description

The course provides senior-level business students with an opportunity to apply the theories and concepts learned through the course of their program of study. A significant amount of course time will be dedicated to the analysis of the theory of international business. In addition, participants may have – to be decided - the opportunity to work individually and as members of small teams, to investigate a current strategic business situation and to produce a comprehensive, professionally crafted demonstration project (i.e. case study, case report, business plan, or portfolio). The coursework will allow students to demonstrate their capability to investigate and understand the in-depth intricacies of complex business issues.

B. Purpose of the Course

The purpose of the course is to introduce students to the fundamentals of strategic management, including its origins and importance, the concepts of strategy formulation, implementation and evaluation, as well as the different tools and frameworks which strategic management has bequeathed to managers over the last fifty years. It will attempt to identify how the traditional models of strategic management have been, and still are being, modified in response to the highly competitive environments and disruptive change which obtain in the 21st century. It also intends to provide students with the means with which to be able to evaluate the utility of these latest manifestations of strategic management. Finally, it will provide multiple opportunities for students to apply what they have learned to real business cases.

C. Learning Outcomes:

The generic learning outcomes for a degree in business are:

1. **Mastery of Theories and Scholarship** — Demonstrate mastery of the key literature, scholars, paradigms, and theories in the field of business as well as related fields in social sciences.
2. **Ethics, Diversity, and Multiculturalism** — Demonstrate an understanding of global ethical issues, diversity issues, and multicultural issues in business.
3. **Reasoning and Communication Abilities** — Demonstrate the ability to reason critically and creatively about global themes and issues and to communicate these in written and oral form.
4. **Data Collection, Analysis and Collaborative Problem Solving** — Collect, analyze, and evaluate data using valid methodologies to formulate conclusions and offer explanations, and

demonstrate ability to understand others and problem solve on global issues in a collaborative manner.

In addition, upon successful completion of this particular course, students will be able to:

1. Describe the role of strategy formulation and its importance within the transnational firm.
2. Develop a conceptual understanding of the elements of corporate strategy: mission, vision, objectives, and plans. Outline the major concepts, steps and tools involved in formulating and implementing corporate strategy, especially as these apply to the transnational firm.
3. Recognize the most important internal and external influences on a multinational organization's strategy.
4. Formulate nonmarket and integrated strategies.
5. Apply ethical principles to dilemmas faced by strategic decision makers.
6. Analyze organizational design and structure in relation to strategy, especially as these relate to transnational firms.
7. Develop a conceptual understanding of the elements of organizational change in support of strategy implementation.
8. Develop a systematic and thorough approach to the report and solution of complex business problems.
9. Develop analytical and other professional skills, especially critical thinking.

D. Instructional Strategy

The format of this course will be primarily class discussion, student presentations, and lectures, but may also include group work and other activities.

E. Description of Course Requirements and Assessment Methods

Class participation and discussions, reading assignments, written assignments, speeches, and the writing up of outlines and notes for presentations.

Assessment Methods: The final grade will be determined by two written midterm exams and a final exam which will consist of writing a research paper. Students will be evaluated on the content – not the cosmetics – of their work, with particular attention given to the capacity for analytical thought and the creativity of their proposals. Class participation and discussions are strongly encouraged, as these contribute to the student’s learning.

Principal Rubrics:

1. Written Examinations: Two written midterm examinations will be required; these will cover the theory studied in class. The questions will evaluate the student’s capacity to successfully demonstrate the expected learning outcomes. Each exam is worth 20% of the final grade.

2. Research Paper: The final examination will constitute 30% of the final grade and will consist of a written research paper. This must contain: a Title Page; Abstract; Table of Contents; Lists of Tables and/or Figures, if any; Introduction; Methodology; Body, including the Findings or Results; Footnotes; Conclusions/Recommendations; Bibliography or Works Cited; and Appendices, if any.

Students are encouraged to submit drafts of their project for consultation, although it is not a course requirement. This research paper is not a doctoral dissertation, but must be of the caliber worthy of an MBA candidate. Students are strongly discouraged from using Internet sources.

3. Case Studies: Students will be required to present six case studies, each worth 5% of the final grade. Each will include: (a) an executive summary, (b) a SWOT analysis, (c) a financial ratio analysis, and (d) suggestions and recommendations, including specific strategies to implement the same. Students will be required to research both the Earnings Statement and the Balance Statement for each firm to be studied. These written assignments must follow the same guidelines as the research project and will be graded following the same criteria.

APA style is the University’s adopted style manual for all courses. Students should consult the 5th edition of the *Publication Manual of the American Psychological Association* (2001) for more information, available at www.apastyle.org. Further references are available by website for OWL Publishing at Purdue University. The website address for accessing the research report link at Owl Publishing is:

<http://owl.english.purdue.edu/workshops/hypertext/reportW/introduction.html> under: “Writing Lab” – “Workshops and Presentations” – “Reports” - “Understanding the Sections of Your Report.”

General Format Structure of the Papers and the Research Report

These must be written in Ariel font, double spaced, 11 points. For other specific information regarding, for example, pagination protocol, students are advised to consult the aforementioned source.

Front Material

Front material includes a Title page, Abstract, Table of Contents, List of Tables, (if applicable), and a List of Figures, (if applicable).

Introduction

The introduction provides essential information for the understanding of the case (who, what, where, when, why, and how). It sets the scene as well as the specific context for the detailed analysis which follows in the body of the report. It also identifies the key issues to be discussed, and points the reader in the general direction the report is to follow.

Methodology

In accordance with Appendix 1 (p.295), the case report must include the following: internal analysis (including financial analysis), strategic issues, strategic alternatives, recommendations, and implementation.

Back Material

Back material includes Footnotes or Endnotes, (unless it has been decided by the choice of format style to incorporate the reference sources in the text or body of the report), Bibliography or Works Cited (alphabetical order), and Appendices (optional), e.g., glossary, indices, maps, photographs, correspondence, etc.

Bibliography or Works Cited

Appendices

Appendices are optional, but this category includes everything that is not included in the primary sections of the report, and the heading must be used if information is included in the back of the report.

Research Paper scoring rubric:

Grammar and Punctuation	The paper has no major grammatical and punctuation errors and very few minor errors. Minor errors do not interfere with the understanding of the paper. (5 pts)	The paper has a few major errors and multiple minor errors, but almost all sentences are clear and understandable. (4 pts)	The paper has so many basic grammar errors that the paper cannot be readily understood. (0 pts)
Style of paper	Presentation style assured real learning by reader and engaged the reader. (5 pts)	Presentation style was adequate to advance reader learning. (4 ps)	Style of paper was confusing to reader. (0 pts)
Presentation of research and design to class	Presentation was engaging for classmates. (5 pts)	Presentation was interesting but lacked clarity and explanation. (4 pts)	Presentation lacked clarity and was not engaging of fellow students in the class. (0

			pts)
Adherence to APA style	Paper demonstrated full adherence to APA style. (5 pts)	Paper demonstrated partial adherence to APA style. (3 pts)	Paper failed to utilize APA style. (0 pts)
Organization	Writing is clear, logical, and very organized around a developed thesis. (25 pts)	Writing has minimal organization and a basic thesis statement. (15 pts)	The paper is unclear with no organization. (0 pts)
Support	Every important point is clearly supported by strong evidence. (25 pts)	The use of evidence is minimal, but it does support the thesis. (15 pts)	The paper does not attempt to support a thesis. (0 pts)
Analysis	Analysis shows a strong relationship between evidence and thesis. (30 pts)	Analysis of the evidence stretches its meaning in an attempt to support the thesis. (20 pts)	The paper does not attempt to explain how the content relates to the thesis. (0 pts)

Evaluation and grading:

1 st Midterm Exam	20%
2 nd Midterm Exam	20%
Research Project	30%
Case Studies	30%

Final Grade Rubric:

Final Percentage Points	Final Letter Grade
95 - 100	A
93 - 94	A-
91 - 92	B+
88 - 90	B
86 - 87	B-
84 - 85	C+
81 - 83	C
79 - 80	C-
77 - 78	D+
74 - 76	D
72 - 73	D-
0 - 71	F

III. Texts

Strategic Management: An Integrated Approach, 8th edition
Charles W.L. Hill
Houghton Mifflin
ISBN: 978-0-618-89469-7

Competitive Strategy
Michael E. Porter
Free Press
ISBN: 978-0-684-84148-9

The Art of War
Sun Tzu, Translated by Samuel B. Griffith
Oxford University Press
ISBN: 978-0195015409

Students are also encouraged to read periodicals related to business, such as *The Economist* and *Business Week*.

IV. Policies and Procedures:

1. Policies Related To Class Attendance, Lateness, Missed Exams or Assignments

The University expects regular class attendance by all students. Each student is responsible for all academic work missed during absences. When an absence is necessary, students should contact the instructor as courtesy and to check for assignments. See the University Catalog for the complete policy on attendance. Attendance criteria for this class are: 80% attendance required; students can enter up to 15 minutes after the scheduled start of classes; no late assignments will be accepted.

2. Information on Participation/types of participation required by the course

The instructor requires that each student participate as much as possible in the classroom, based on previous experiences and knowledge pertinent to the class, and on related preparation previously completed as part of homework.

3. Instructor Assumptions

It is the wish of the instructor to have the content and practices used in this course as up-to-date and relevant to real-world situations as possible. Thus, the instructor assumes that students have a solid foundation in the basic concepts of business administration.

Students are always welcome to discuss this course or other academic issues with the instructor during office hours. The instructor will also be happy to make an appointment for another time if office hours are not convenient. Students should not hesitate to ask if they have any questions or problems.

4. Responsibility to Keep Copies

Students are expected to retain a photocopy of ALL major assignments/papers that they submit.

5. Respectful Speech and Actions

Alliant International University, by mission and practice, is committed to fair and respectful consideration of all members of our community, and the greater communities surrounding us. All members of the University must treat one another as they would wish to be treated themselves, with dignity and concern.

As an institution of higher education, Alliant International University has the obligation to combat racism, sexism, and other forms of bias and to provide an equal educational opportunity. Professional codes of ethics (e.g., from the APA for psychology students) and the Academic Code shall be the guiding principles in dealing with speech or actions that, when considered objectively, are abusive and insulting.

6. Academic Code of Conduct and Ethics

The University is committed to principles of scholastic honesty. Its members are expected to abide by ethical standards both in their conduct and in their exercise of responsibility towards other members of the community. Each student's conduct is expected to be in accordance with the standards of the University. ***The complete Academic Code, which covers acts of misconduct, including assistance during examination, fabrication of data, plagiarism, unauthorized collaboration, and assisting other students in acts of misconduct, among others, may be found in the University Catalog.*** The University reserves the right to use plagiarism detection software.

7. Disability Accommodations Request

If you need disability-related accommodations in this class, please see the instructor privately. All accommodations must be requested in a timely manner (at least two weeks ahead of time) with a letter of support for Alliant's Office of Disability Services. If you have questions about accommodations, please contact Ms. Vania Quiroz or the Office of Disability Services.

8. Policy on Course Requirements During Religious Holidays

Alliant International University does not officially observe any religious holidays. However, in keeping with the institution's commitment to issues of cultural diversity as well as humanitarian considerations, faculty are encouraged to appreciate students' religious observances by not penalizing them when they are absent from classes on holy days. Alliant International

University faculty will be sensitive to these matters. Students should be similarly respectful of faculty members' right to observe religious days.

9. Resources for Obtaining Tutoring or Other Student Support Services

Tutors are available to help students with course-based or exam-based needs. Contact the Director of Student Support Services for information on obtaining tutoring – or other student support services – on your campus.

10. Problem Solving Resources

If problems arise with faculty, other students, staff, or student support services, students should use the University Problem Solving Procedures located on the web at http://www.alliant.edu/academic/studentproblemsolving/Student_Grievance_Policy.pdf or contact the University Ombudsperson at jlewis@alliant.edu.

V. Course Schedule

Reminder that the Syllabus is Subject to Change

The following is the general structure and content of the course. Students should remember that the exact content and schedule of the syllabus is subject to change without prior notice to meet student, faculty, or other needs. We may spend more time on some topics as needed, and conversely, may move more quickly over other topics.

Aug 29	Introduction to the course
	SWOT Analysis; Financial Ratio Analysis
	Porter, chaps. 1-2
Sep 05	Hill, chaps. 1-2
	Porter, chap. 3
	Sun Tzu, chap. 1
	Case Study: “The Apollo Group: University of Phoenix”
Sep 12	Hill, chap. 3

Porter, chaps. 4-5

Sun Tzu, chap. 2

Sep 19

Hill, chap. 4

Porter, chaps. 6-7

Sun Tzu, chap. 3

Case Study: “Apple Computer”

Sep 26

Hill, chaps. 5-6

Porter, chap. 8

Sun Tzu, chap. 4

Oct 03

Hill, chap. 7

Sun Tzu, chaps. 5-7

Case Study: “Yahoo”

Oct 10

1st Midterm Exam

Oct 17

Hill, chaps. 8-9

Porter, chap. 9

Sun Tzu, chap. 8

Case Study: “3M in 2006”

Oct 24

Hill, chap. 10

Porter, chaps. 10-11

Sun Tzu, chap. 9

Oct 31	Hill, chap. 11 Porter, chaps. 12-13 Sun Tzu, chap. 10 Case Study: “American Airlines Since Deregulation”
Nov 07	Hill, chap. 12 Porter, chaps. 14-15 Sun Tzu, chap. 11
Nov 14	Hill, chap. 13 Porter, chap. 16 Sun Tzu, chaps. 12-13 Case Study: “Staples”
Nov 21	Holiday
Nov 28	2 nd Midterm Exam
Dec 05	Research Projects are Due
Dec 12	Review of 2 nd Midterm Exam

Appendix: Alliant Mission, Values, Professional Practices and Competencies

A. Alliant Mission

Description: Alliant’s mission is:

Alliant International University prepares students for professional careers of service and leadership, and promotes the discovery and application of knowledge to improve the lives of people in diverse cultures and communities around the world.

Purpose: The purpose of this anchor is to ensure that the Program fits within the University and School mission and vision.

B. Alliant Core Values

Description: The Alliant Core Values are Integrity, Intellectual Advancement, Diversity, Social Responsibility, Innovation, Stewardship, Partnership and Collaboration.

Purpose: The purpose of this anchor is to ensure that Alliant’s Programs are planning and operating in accordance with Alliant’s Core Values.

C. Alliant Professional Practice University Components of Excellence from the Mission

Description: The four components of a professional practice university explained in Alliant’s mission are:

Education for Professional Practice
Scholarship
Multicultural and International Competence
Community Engagement

Purpose: The purpose of this anchor is to ensure that the 4 components of Alliant as a professional practice university are incorporated into the Programs.

D. Professional Practice Competencies

Description: The Alliant Professional Practice Competencies (A-IMPACT) are:

A discipline-specific body of knowledge and research/scholarship
Insight into the context of practice
Multicultural/International competence
Professional literacies
Application of knowledge and research in new ways
Conduct, judgment, dispositions and ethics
Team-based and multidisciplinary approaches

Purpose: The purpose of this anchor is to ensure that the competencies are part of all Alliant’s Programs (at an appropriate level) and thus become a hallmark of an Alliant Program.