

Business Policy
Spring 2023

Professor: Dr. Rong Ma
Office: BSB 421
Office hours: by appointment

Email: rong.ma.mgmt@rutgers.edu
Phone: (856) 225-2590

Class meets: Monday and Wednesday 4:20 PM - 5:40 PM (BSB 117)

Course Objectives

1. Identify, define, explain, and analyze key issues and concepts related to business management and administration from the perspective of strategic management including the use of case studies representing “real world” business situations.
2. Perform an external assessment for an organization by identifying, examining, analyzing, and evaluating the political, economic, sociological, technological, global, and competitive factors as they impact the organization’s strategic plan.
3. Perform an internal assessment for an organization by identifying, examining, analyzing, and evaluating the internal factors as they impact the organization’s strategic plan.
4. Formulate business strategies to achieve organizational objectives consistent with ethical business practices and regulatory requirements using strategic models based upon the external and internal assessments of the organization.
5. Communicate business strategies through oral and written presentations and respond to critical questions from an evaluative audience.
6. Critically evaluate strategic recommendations formulated by others.

Program of Study

Lectures will be presented by the professor on strategic analysis, concepts, and theories of strategic management, which will help students understanding the subject. The case method will be employed extensively in the course using the cases provided by the instructor to facilitate practical application.

Textbook: Wheelen, Thomas L. and Hunger, J. David, 2010, Strategic Management & Business Policy (10th Edition), Upper Saddle River, NJ: Prentice Hall. ISBN: 0131494597. This textbook is NOT available at the University Bookstore.

Case Coursepack link: <https://hbsp.harvard.edu/import/1018936>

Miscellaneous readings: Several additional readings may be provided either in class or on Canvas site under Resources.

Student Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University you are expected adhere to the Code of Student Conduct. To review the code, go to: <https://deanofstudents.camden.rutgers.edu/student-conduct>. Note that the conduct code specifically addresses disruptive classroom conduct, which means "engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."

Students are expected to exhibit professional conduct during class sessions and to avoid any activity that distracts from the objectives of the course. Students may be asked to leave the class if engaging in such activity.

Minimum behavioral expectations include:

- Turn off personal electronic communication devices while in class
- Show respect to the learning environment
- Arrive punctually to class (if you have to be late or depart early, please find a seat closer to the door to be as non-disruptive as possible). Please see detailed information regarding attendance and class participation in the Course Assignments and Evaluation section.
- Be prepared by reading the required material and be ready to participate and discuss relevant issues
- Turn your assignments in on time. Late assignments are **NOT** acceptable. Only in exceptional circumstances, late submissions might be accepted based on the professor's discretion yet with a penalty, such as deduction of points.

Class Attendance & Withdrawal

Due to the subject of the course material, class attendance is an integral part of the learning experience in Strategic Management. If you are unable or unwilling to regularly attend class due to work commitments, family responsibilities, duties as an officer or member of a student organization, lack of interest, or other extra-curricular student activity, you should withdraw from this course.

Course absence policies. If a student has been told to quarantine, or is experiencing symptoms of any transmittable disease, he/she is encouraged to remain at home and not attend in-person

class meetings. Students who must be absent for an extended period of time (over one week) will be referred to the Dean of Students.

All course withdrawals must be completed through the Office of the Registrar. Telling the instructor that you intend to withdraw from the course or ceasing to attend class does not constitute an official withdrawal. The academic calendar in the class schedule/registration guide lists the official withdrawal dates.

Course Assignments and Evaluation

The course grade will be based upon the following components and points:

	%
<u>Exams</u>	<u>60%</u>
Exam 1	20%
Exam 2	20%
Exam 3	20%
<u>Class Participation and Attendance</u>	<u>15%</u>
Participation	10%
Attendance	5%
<u>Case Analysis</u>	<u>25%</u>
Group case presentation	5%
Individual case reports	10%
Group case analysis	10%
 Total	 <u>100%</u>

All the course assignments are designed to help you apply what you learn from the class. When you are working on the assignments, please make sure that you are using the concepts and tools you learn from this class to answer questions, which is a major consideration when I assign grades.

Individual Based (85%)

Attendance and Participation (15%)

Attendance (on time) is required (5%). A significant amount of your learning will occur in the analysis and discussion that takes place in the classroom. It is not, therefore, possible to make-up for a missed class. Consequently, you are expected to attend every class. I expect students to be prompt so that we can start and finish on time. If your schedule makes it difficult for you to come to class on time, you should consider taking another section of the same course that fits your schedule.

The objective of this course is to help the students develop the analytical skills to formulate and implement effective strategies. As class discussion offers a good opportunity for students to practice and develop these skills, **participation in class discussions** (10%) is expected and will count toward the final grades. Students will be cold/warm called to answer questions. In

addition, an important element in class discussion is to show respect to your classmates' effort. Pay attention to class presentations and questions are welcome.

Class participation grades are based on the following:

- **Relevance:** Are the points made relevant to the discussion? Are they linked to the comments of others?
- **Preparedness:** Do the comments show careful reading and understanding of the material?
- **Value-added:** Do the comments help us to have a better understanding of the topic?
- **Consistency:** Do you contribute to the class discussion consistently throughout the semester?

*Class conduct bonus: +/- 10% of the Attendance and Participation grade.

*If a student does miss a class, it is his or her responsibility to find out *from classmates* what materials were covered, what additional assignments were made, and what items may have been distributed in class.

Exams (60%)

Exams: There will be 3 exams, each of which will be worth 20% of your final grade.

*There will be no make-up exams unless 1) A doctor's note or 2) A letter from the Department Chair is provided. If you have a known scheduling conflict, please talk with me to arrange a different time to take the test beforehand.

Individual Case Reports (10%)

Individual Case Reports: Each student should complete the Individual Case Reports (max. 3 pages, typed, single-spaced with 12-point font) answering questions the instructor posted on Canvas. You are expected to apply the tools and frameworks discussed in the Business Policy course when working on this assignment. You may be asked to present your analysis in class on the projector, or you may be asked to go to the white board to present your results. External research is prohibited. Incorporation of any type or form of external information will be treated as plagiarism.

Please turn in this assignment via Canvas before class. Late assignment is not accepted. If the student is on the borderline for a grade in the course, all reports will be read carefully to see if the student receives a higher or lower overall grade for the course.

You do not need to turn in an Individual Case Report if your group is presenting the case.

Group Based (15%)

Group case presentation (5%)

Group Case Presentation (5%): The case method will be employed extensively in the course using the cases provided by the instructor. Seven cases will be studied with one team assigned to make a presentation of each case to the class. The presentation will be 15 to 20 minutes and will be evaluated based on the content, organization, delivery, facilitation of learning, and response to questions. Each case presentation will be critiqued thoroughly by the class. All students are

expected to be present and prepared to participate in the discussion of the case by reading and analyzing the case prior to the class meeting.

External research is not encouraged. If the group sees the need to incorporate external information, permission from the professor is required. External research included in the presentation without the professor's permission will be treated as plagiarism.

Group Case Analysis (10%)

Final Group Case Project (10%): At the end of the semester, the class will work on a final case analysis on Sandlands Vineyard case (included in the case coursepack) to apply all the tools you have learned in this class to the real-life business problem discussed in the case.

Format:

You need to exercise your formal writing skills for this assignment and turn in a group case analysis (10 to 15 pages double space **not including tables or figures**). Bullet points will not be accepted. A sample Final Project is posted on the Final Project page on Canvas.

Content:

In this assignment, you will apply the analyses tools you have learned in this class to provide a strategic analysis to help Passalacqua decide what options to pick. Please apply the tools you learn from this class and SWOT analysis will not get points.

In this analysis, you are going to cover:

- 1) Defining the problems
- 2) Strategic analyses: internal and external analyses tools you have learned in this class (including financial ratios and other evidence)
- 3) Solutions to the problems you define, which are based on your strategic analyses. To make a clear connection between your analysis and recommendations, you can use the TOWS matrix to help clarify what internal and external factors your recommendations are based on. You need to explain why one alternative is better than another.

You are expected to offer more than just your "I think" opinions. That is, you are expected to offer support by using the information provided in the case. (Please be analytical when doing the analysis instead of summarizing the facts. The point of this practice is to help you to develop analytical skills based on the tools you learn from the class. Of course, it is also an important decision to view certain facts as important in your analysis). On the other hand, to be analytical does not mean your analysis and recommendations do not need adequate evidence. While analysis is not summarizing the facts, it is not simply stating your own opinions either.

Please do not include sections explaining the definitions of the tools we covered. Focus on applying the tools using information from the case.

External research is prohibited for this assignment. Incorporation of any type or form of external information will be treated as plagiarism. The report is due on May 8 at 11:59 pm.

****Group evaluation:** Since this is a group project, every group member is expected to contribute to it. Please be reminded that each group member will also be required to complete a peer evaluation form by May 8 at 11:59 pm. The purpose of this assessment is to determine the contribution of each member to the overall group project. If necessary, I will assign the grade based on each group member's contribution to the overall project. Team members who did zero contribution will receive a zero grade on the project.

Extra Credit Assignments (2%)

- **Group-based extra credit assignment (1%):** This section is to help you to be more prepared for the final case write-up of the project. It includes 3 assignments (single space and bullet points acceptable) due at the beginning of the class summarizing your analysis on the following sections (The due dates are specified on Canvas):
 1. External environment scanning: e.g. PEST, Industry analysis (Some questions you are expected to answer in this assignment are: What are the important trends in the general societal environment? What is the industry you are analyzing? How is the industry?)
 2. Internal environment scanning (VRIO analysis & Business Model analysis): What are the important resources and capabilities of the company?
 3. Recommendations
- **Individual-based extra credit assignment (1%):** Syllabus and course overview quiz. The quiz will be available on Canvas from Jan. 24 to Jan. 30.

Grade Ranges

<u>Letter Grade</u>	<u>Description</u>
A	Highest grade (90% and above)
B+	Work of distinction (84.5% to 89.4%)
B	Work of distinction (79.5% to 84.4%)
C+	Average work (74.5% to 79.4%)
C	Average work (69.5% to 74.4%)
D	Passing, but unsatisfactory (60% to 69.4%)
F	Failure without credit (Below 60%)

Academic Integrity and Plagiarism

The Academic Integrity policy can be found at <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

Two offenses will result in an “F” for the course. The first offense will result in a zero in the assignment and will be reported. The second offense will automatically turn your grade into an “F” for this class.

Cheating, plagiarism, or any other violation of academic integrity will not be tolerated. All exams are closed book, closed notes, and are to be taken without help or assistance. Persons observed cheating on tests will receive a grade of zero for the exam. Similarly, plagiarism of assignments, projects, and papers is unacceptable, and a grade of zero will be assigned on any such item where plagiarism has been detected. Copying of another’s work and representing it as one’s own work is a serious academic offense, and will be treated as such. In addition, rephrasing others' answers to use as your own, which is not reflected in the Turnitin score, is also considered plagiarism since you do not give credit to the source.

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:

- properly acknowledge and cite all use of the ideas, results, or words of others,
- properly acknowledge all contributors to a given piece of work,
- make sure that all work submitted as your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community there-fore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

Statement of Student/Instructor Responsibility

Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibility of the instructor.

Statement Regarding Modification of the Course Syllabus

All course requirements, course grading standards, and due dates for assignments for this course is subject to change at the discretion of the professor. Changes to the printed syllabus will be announced during a regularly scheduled class period. If a student does miss a class, it is his or her responsibility to find out from classmates what materials were covered, what additional assignments were made, and what items may have been distributed in class.

Students Needing Special Accommodation

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

Spring 2023 Course Schedule

	<u>Date</u>	<u>Day</u>	<u>Assignment</u>
1	1/18	Wed.	Course Introduction & Expectations
2	1/23	Mon.	Chapter 1: An Overview of Strategic Management & Group formation
3	1/25	Wed.	Analyzing the External Environment of the Firm: PEST analysis (Chapter 4)
4	1/30	Mon.	Industry analysis (Chapter 4)
5	2/1	Wed.	Industry analysis (Chapter 4)
6	2/6	Mon.	Apple Group Presentation
7	2/8	Wed.	Assessing the Internal Environment of the Firm (Chapter 5)
8	2/13	Mon.	Assessing the Internal Environment of the Firm (Chapter 5)
9	2/15	Wed.	McCafe Group Presentation
10	2/20	Mon.	Review for Exam 1
11	2/22	Wed.	Exam 1
12	2/27	Mon.	Strategy Formulation: (Chapter 6)
13	3/1	Wed.	Business Level Strategy (Chapter 6)
14	3/6	Mon.	Business Level Strategy (Chapter 6)
15	3/8	Wed.	Gillette Group presentation
	3/13	Mon.	Spring break
	3/15	Wed.	Spring break
16	3/20	Mon.	Strategy Formulation: Corporate Level Strategy (7)
17	3/22	Wed.	Strategy Formulation: Corporate Level Strategy (7)
18	3/27	Mon.	Hyundai Group Presentation
19	3/29	Wed.	Strategy Formulation: Corporate Level Strategy (7)
20	4/3	Mon.	Walt Disney Group Presentations
21	4/5	Wed.	Review for Exam 2
22	4/10	Mon.	Exam 2 (Chapters 6, 7, 8)
23	4/12	Wed.	Strategy implementation: Organizing for Action (Chapter 9)
24	4/17	Mon.	Evaluation and strategic control (Chapter 11)
25	4/19	Wed.	Corporate Governance & Social Responsibility (Chapter 2 & 3)
26	4/24	Mon.	IMV Group Presentation
27	4/26	Wed.	Review for Exam 3
28	5/1	Mon.	Exam 3
	5/8	Wed.	Group report and group peer evaluation due

Case Presentation Evaluation – 100 Points (Project: _____)

Content (35 points) _____

- Logic and reasoning
- Sufficient evidence to back the strategic recommendation?
- Clarity of development of points?
- Pitched well to audience?

Organization (20 points) _____

- Well prepared, well organized?
- Is level of treatment appropriate, not overly detailed nor too general?
- Is presentation easy to follow, smooth continuity?
- Structure? Followed assigned structure, sequence?

Delivery (20 points) _____

- Smooth transition among presenters?
- Well practiced, rehearsed?
- No reading from notes (just speak to points on overheads?)
- Clear, good volume and enunciation, no mumbling?
- Efficient, avoided stumbling, confusion, blank spots?
- Overheads not too busy, font large enough to read?
- Visuals (e.g., key screen shots) used supportively?
- Good use of graphics (e.g., diagrams), if appropriate?
- No misspellings, poor grammar, misuse of words?

Facilitation of the learning experience (5 points) _____

- Does the presentation help other students understand the material?
- Does the presentation help other students understand how to apply the concepts learned in class to the case?

Audience Engagement (10 points) _____

- Do the presenters try to involve the audience and how?
- Engaging presentation style, energetic, enthusiastic?

Response to questions (10 points) _____

Total: _____