

**UNIVERSITY OF NORTH ALABAMA  
COLLEGE OF BUSINESS  
MG 640  
MANAGEMENT POLICY  
COURSE SYLLABUS  
FALL SEMESTER, 2008**

**INSTRUCTOR:** Dr. Santanu Borah

**OFFICE HOURS:** Tuesday 10:45-11:45 AM, 1:30-2:30 PM  
Wednesday 4-6 PM, 1:30-2:30 PM  
Thursday 10:45-11:45 AM, 1:30-2:30 PM

**OFFICE LOCATION:** Keller Hall 303

**OFFICE PHONE:** (256) 765-4605 (leave message)

**HOME PHONE:** (256) 766-2813 (leave message)

**E-MAIL:** [sborah@una.edu](mailto:sborah@una.edu)

**FAX:** (256) 765-4959

**HOME PAGE:** Blackboard/WebCT Website

**COURSE LOCATION:** Online

**COURSE TIME:** August 20<sup>th</sup>, 2008 to December 10<sup>th</sup>, 2008

**SECTION NUMBER:** 01 (10854)

**CREDIT HOURS:** 3

**PREREQUISITE:** Must have completed 15 hours of graduate coursework prior to this course

**METHOD OF PRESENTATION:** In-Class (Wednesday 6-8:45 pm @Keller 104)

**PUBLISHERS HOMEPAGE:** [http://websites.swlearning.com/cgi-wadsworth/course\\_products\\_wp.pl?fid=M20b&flag=student&product isbn issn=9780324316940&disciplinenumber=416](http://websites.swlearning.com/cgi-wadsworth/course_products_wp.pl?fid=M20b&flag=student&product isbn issn=9780324316940&disciplinenumber=416)

**INSTRUCTOR'S HOMEPAGE:** <http://www2.una.edu/sborah>

**COURSE DESCRIPTION:** Synthesis of the materials in the functional and managerial areas from the viewpoint of top management.

**REQUIRED TEXTBOOK:** Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. 2009. *Strategic Management: Competitiveness and Globalization, Concepts* (8<sup>th</sup> Edition). Mason, OH: South-Western, Cengage Learning. ISBN: 0324581122; ISBN13: 9780324581126

### **ADDITIONAL RESOURCES:**

1. Business Week, Fortune, Forbes, Industry Week, Inc., Wall Street Journal, PBS, and other relevant sources for discussion of current business issues and incorporating some of these concepts in your analysis of an industry and a company.
2. Standard & Poor's Industry Surveys, Securities and Exchange Commission, U.S. Industrial Outlook, Value Line Investment Survey, Statistical Abstract of the United States, Annual Reports, Forbes Annual Report on American Industry, Internet, and other relevant sources.
3. Articles for discussion from Harvard Business Review, the Academy of Management Executive, the McKinsey Quarterly, and other sources.

*Please note that these resources can be accessed from databases available through our Library.*

### **COURSE LEARNING OBJECTIVES**

1. Understand issues associated with creating a unique strategic position which would enable a firm to achieve higher levels of performance.
2. Realize the processes involved in harnessing the dynamic nature of change to create a continuous flow of sustainable competitive advantages.
3. Develop a systematic, rational, logical and critical attitude toward problem solving and a willingness to make decisions in the presence of risk and uncertainty.
4. Comprehend the value of time and its implications in a fiercely competitive global environment.
5. Value the role of entrepreneurship in effectively coping with change and the processes involved in adapting, anticipating, and perhaps even set the pace of change.
6. Develop an appreciation of the role of top management in the strategic management process.
7. Deal with complex conceptual issues in an ethical and responsible manner.
8. Integrate and build on core concepts of management, marketing, finance, information technology, accounting and various other disciplines.

### **GRADING SCALE**

Your letter grade is determined using the grade distribution that follows. You can determine your standing in the class at any point in the semester by tracking your points and the total points to date.

A	900 or more points
B	800 – 899 points
C	700 – 799 points
D	600 – 699 points
F	Less than 600 points

## COURSE EVALUATION PROCESS (Grading)

Bonus Quizzes (13 quizzes @ 5 points per quiz) (Individual Assignment)	50
WSJ Bonus Quizzes (Individual Assignment)	50
Exam 1 (Individual Assignment)	50
Exam 2 (Individual Assignment)	50
Exam 3 (Individual Assignment)	50
Participation (50+50) (Individual)	100
Cases (4 cases @50 points per case) (Group Assignment)	200
Article Review (4 articles @20 points per article) (Individual Assignment)	80
Industry Profile (Group Assignment)	20
Industry Analysis Report (Group Assignment)	100
Industry Analysis Presentation	50
Financial Analysis (Group Assignment)	50
Company Analysis Report (Group Assignment)	100
Company Analysis Presentation	50
Current Issues (50+50) (Group Assignment)	100
<b>Total</b>	<b>1100</b>

## DISCUSSION BOARD PARTICIPATION

Students are expected to complete the chapter readings and actively participate in the bulletin board discussions of the topics posted on separate bulletin boards by the instructor. In order to earn the full 80 points, you must participate in all bulletin board discussions. Discussion topics will be established throughout the semester. To earn points, you must participate by either stating your comments to the topic and/or responding to your classmates' posts. Your comments must be well thought out and in complete sentences. Please check the Blackboard at least three (3) times a week for any other bulletin boards that may be established in order to discuss a particular topic.

## INDIVIDUAL ONLINE, TIMED QUIZZES & EXAMS

There will be 3 exams: Exam 1 will cover Chapters 1-3. Exam 2 will cover Chapters 4-9. Exam 3 will cover 10-13. All exams will consist of 50 multiple choice questions. 50 minutes will be allocated for each exam.

There will be 13 bonus quizzes this semester. Each quiz will cover one chapter and the quiz numbers will correspond with each chapter, for example, Quiz 1 will cover Chapter 1. There will be 10 True or False Questions in each quiz. 10 minutes will be allocated for each chapter quiz. These chapter quizzes will help you prepare for the Exams. In addition to these chapter quizzes, there will be quizzes from Wall Street Journal articles. The articles on which the quizzes will be based on will be referred to in the discussion board. Please keep in mind that all the quizzes are bonus items. The WSJ Quizzes may include a combination of multiple choice and short essay questions.

You can use your books, notes, PowerPoint's, etc. but please remember that these are individual exams, without any additional outside help. The course schedule reflects the timing of these exams, so please plan accordingly. After you complete your exam, please do not discuss the exam with anyone until after the exam "window" is closed.

It is critical that you are not late in taking your exams. If you are, you will not be able to make it up unless you have contacted me prior to the end of the exam "window". You may contact me by email or phone. I will work with you anyway I can but you must stay in touch with me if something prevents you from taking an exam on time.

## WRITTEN ASSIGNMENTS

All assignments submitted should be of the highest professional quality. All assignments are due on the date identified on the class schedule section. Penalties shall be assessed for late submission. Guidelines regarding the content/structure of the reports will be provided. A general rule of thumb regarding the quality of the paper is this: How would your supervisors feel when you submit your work to them? For those who are not working: How proud would you be to show off your work to your potential bosses? If the answers to both the questions are in the negative then you should not turn in the report. Proper documentation (references) of your work is mandatory.

Please mail a hard copy of your "Industry Analysis" and "Company Analysis" assignments to Dr. Santanu Borah, Box 5229 UNA, Florence, AL 35632. The "Industry Analysis" assignment should be mailed on or before October 10, 2008. The "Company Analysis" assignment should be mailed on or before December 3, 2008.

## GROUP PARTICIPATION

You will pick your own group members and notify us by **August 27, 2008**. Along with the names of your team members you should also indicate your industry preference. You should not have more than 6 members in your group. Participation in assignments will be monitored by postings on the group discussion board and by peer evaluation. General comments about team member contributions and peer evaluation will be utilized in assigning the final grades in the course. Peer evaluation can make a difference of +/-5 to the overall grade of a member of a group. Success in business and in this course requires that you actively participate in the course and in your group activities. Any group member may be fired by the other members of the group for lack of participation after the group has discussed the situation with the instructor. ***Any fired member will receive a zero for all group projects.***

Each group will have a **team leader** who will review the performance of their team members and attach a report along with each group assignment. This review sheet is mandatory and assignments will NOT be graded without the performance review. The **performance review** will help us determine your grade for the assignment and also help us to identify your level of participation in the class. You can opt for a permanent leader for all the assignments or you can assign the leadership role to someone in the group on a rotating basis.

One of the first things you need to do before you can be assigned to a team is to post your **RESUME**. This is probably one of the best ways to get to know others and make an assessment of what each one of us will bring to the table. You will **not** be assigned to a group until you have submitted your resume.

<b><i>Group Assignments</i></b>	<b><i>Individual Assignments</i></b>
Cases, Current Issues	Quizzes, Exams
Industry Analysis	Discussion Board Participation
Company Analysis	Article Reviews

## **TEACHING AND LEARNING PARTNERSHIP**

Teaching and learning is a partnership between faculty and students. I will fulfill my partnership obligations by being prepared for every class meeting, serving as an advisor, consultant, mentor and providing clarifications of difficult or confusing concepts. You will fulfill your partnership obligations by being prepared for each class meeting and being a fully participative, responsive, working team member of the class.

The exams and discussion boards both play an important role in your education in this course. They are an essential part of the learning process in that they require the synthesis and extension of concepts. They also help both the student and the instructor to evaluate one's progress in mastering the material. Past experience indicates that generally the course material cannot be adequately mastered without active involvement on your part.

## **ACADEMIC HONESTY**

Each student is responsible for maintaining high standards of academic honesty and ethical behavior. In order that each student understands what is (or is not) acceptable behavior, the following guidelines are offered.

Discussions of assignments with other students and members of the faculty is both permitted and encouraged as a constructive educational practice. Students are expected to write their exams, quizzes and papers on their own. Copying of another's work and representing it as one's own work is a serious academic offense, and will be treated as such.

When you are working on any written assignments please make sure that you are aware of the correct process to cite references. Please read **PLAGIARISM—Up Close and Personal: A UNA Student Guide** by clicking on the following link:

<http://www2.una.edu/library/plagiarismstudentguide.htm>

## **ACCOMODATION STATEMENT**

In accordance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, the University offers reasonable accommodations to students with eligible documented learning, physical and/or psychological disabilities. Under Title II of the Americans with Disabilities Act (ADA) of 1990 and Section 504 of the Rehabilitation Act of 1973, a disability is defined as a physical or mental impairment that substantially limits one or more major life activities as compared to an average person in the population. It is the responsibility of the student to contact Developmental Services prior to the beginning of the semester to initiate the accommodation process and to notify instructors within the first three class meetings to develop an accommodation plan. Appropriate, reasonable accommodations will be made to allow each student to meet course requirements, but no fundamental or substantial alteration of academic standards will be made. Students needing assistance should contact Developmental Services at (256) 765-4907.

<b>Tentative Schedule</b>	
August 20	Introduction to Course Policies, Quizzes, Exams, Team Formation, Assignments <b>Chapter 1 &amp; Ch. 1 Bonus Quiz</b>
August 27	<b>Chapter 2 &amp; Ch. 2 Bonus Quiz</b> <b>Summary (1) of <a href="#">Competing on Resources</a>.</b> By: Collis, David J.; Montgomery, Cynthia A.. <i>Harvard Business Review</i> , Jul-Aug2008, Vol. 86 Issue 7/8, p140-150, 10p
September 3	<b>Chapter 3, Ch. 3 Bonus Quiz &amp; WSJ Bonus Quiz 1 &amp; Exam 1</b> <i>Submission of Industry Profile Assignment</i>
September 10	<b>Chapter 4, Ch. 4 Bonus Quiz</b> Discussion of Industry Analysis Assignment <b>Case Assignment 1: Crown Cork &amp; Seal in 1989</b> Stephen P. Bradley, Sheila Cavanaugh -- 793035
September 17	<b>Chapter 5, Ch. 5 Bonus Quiz, &amp; WSJ Bonus Quiz 2</b> <b>Summary (2) of <a href="#">The Competitive Imperative of Learning</a>.</b> By: Edmondson, Amy C.. <i>Harvard Business Review</i> , Jul-Aug2008, Vol. 86 Issue 7/8, p60-67
September 24	<b>Chapter 6, &amp; Ch. 6 Bonus Quiz</b> Submission of Draft Report on Industry Analysis <b>Case Assignment 2: Apple Inc., 2008</b> David B. Yoffie, Michael Slind -- 708480
October 1	<b>Discussion on Industry Analysis Assignment</b> <i>Submission of Current Issue 1 Assignment</i>
<b>October 8</b>	<i>Industry Analysis Assignment Due</i> <i>Presentation of Industry Analysis</i>
October 15	<b>Chapter 7, Ch. 7 Bonus Quiz, &amp; WSJ Bonus Quiz 3</b> <b>Summary (3) of <a href="#">Meeting the Challenge of Disruptive Change</a>.</b> (cover story) By: <b>Christensen, Clayton M.</b> ; Overdorf, Michael. <i>Harvard Business Review</i> , Mar/Apr2000, Vol. 78 Issue 2, p66-76, 10p
October 22	<b>Chapter 8, Ch. 8 Bonus Quiz &amp; Exam 2</b> <b>Case Assignment 3: TiVo 2007: DVRs and Beyond</b> David B. Yoffie, Michael Slind -- 70840
October 29	<b>Chapter 9 &amp; Ch. 9 Bonus Quiz</b> <i>Submission of Financial Analysis Assignment</i>
November 5	<b>Chapter 10 &amp; Ch. 10 Bonus Quiz</b> <b>Case Assignment 4 : Dollar General Going Private</b> Sharon Katz -- 108015
November 12	<b>Chapter 11, Ch. 11 Bonus Quiz &amp; WSJ Bonus Quiz 4</b> <b>Summary (4) of <a href="#">Skate to Where the Money Will Be</a>.</b> By: <b>Christensen, Clayton M.</b> ; Raynor, Michael; Verlinden, Matt. <i>Harvard Business Review</i> , Nov2001, Vol. 79 Issue 10, p72-81, 9p Submission of Draft Report on Company Analysis
November 19	<b>Chapter 12 &amp; Ch. 12 Bonus Quiz WSJ Bonus Quiz 5</b> <i>Submission of Current Issue Assignment 2</i>
December 3	<b>Chapter 13, Ch. 13 Bonus Quiz WSJ Bonus Quiz 6</b> <i>Presentation of Company Analysis</i> <i>Submission of Company Analysis Assignment</i>
December 10	<b>Exam 3</b>

**Please note that the instructor has the discretion to make changes to this syllabus as circumstances require.**

Exact quiz dates will be posted on the Assessments Section of WebCt. Each quiz will consist of 10 True or False Questions from each Chapter. Exam 1 will cover Chapters 1-3. Exam 2 will cover Chapters 4-9. Exam 3 will cover 10-13. All exams will consist of 50 multiple choice questions.

All articles can be accessed from our Library databases. All cases can be purchased from the Harvard Business School Publishing website. Please go to <http://www.hbsp.harvard.edu> and copy and paste the case related information.