COURSE NUMBER: MG 473ZA
*Students must also enroll in BU099A to take the MFT

COURSE TITLE: Business Policy

COURSE TIME: The class meets 1 day per week for a 17-week semester.
MG 473ZA 6:00-8:50 p.m., R, MLC 101

PREREQUISITES: Senior standing with all other core courses completed prior to this semester.

INSTRUCTOR: Dr. Raffaele DeVito

OFFICE: CH 404

OFFICE HOURS: T: 10:00 a.m. - 12:00 p.m.
12:30-2:30 p.m.
R:(MLC) 5:00 p.m. – 6:00 p.m.
Other hours by appointment

COMMUNICATIONS: Telephone (620) 341-5384
Fax (620) 341-6345
E-mail rdevito@emporia.edu


SUPPLEMENTAL MATERIALS:
Team Member Evaluation
Case Presentation Evaluation Form (Instructor)
Case Presentation Evaluation Form (Student)
Individual Project Format and Content Guidelines
Major Field Test Booklet & Sample Questions

COURSE DESCRIPTIONS:
MG 473- Business Policy is intended to be challenging capstone course for the undergraduate business school curriculum. It is first and foremost a course about “strategy” and “managing for success.” The course centers on the theme that a company achieves sustained success if
managers (1) have an astute, timely strategic game plan for running the company, and (2) implement and execute the plan with proficiency. This course stresses how and why a well-conceived, well-executed strategy enhances a company’s long-term performance. The course will introduce you to the challenge of managing chaos.

In studying the task of managing strategy we shall also tackle another important function, that of integrating much of the knowledge you have gained in the core business curriculum. This is a “big picture” course, a trait that makes it truly different from other business courses. Most of the other required and elective courses you have taken were concerned with a specific functional area (production, marketing, finance, accounting) and/or a well-defined body of knowledge (economics, statistics, legal environment). More than a few of your previous courses have been highly structured and related closely to a well-developed body of theory. Several courses provided quantitative techniques for you to master, while others imparted information. This course builds on these traits, emphasizing the problems and issues of strategy formulation management. Many variables and situational factors must be dealt with at once. Weighing the pros and cons of strategy entails a total enterprise perspective and a skill of judging how all of the relevant factors add up to shape the actions needed to be taken.

We require you to take this course to accomplish the following: to emphasize the strategy manager’s role and tasks; to introduce you to the meaning of strategy; to lead you through the process of formulating, implementing, and controlling a strategic plan; to teach you how to use the tools and techniques of situation analysis; and to give you practice in making strategic decisions. Our objective is to sharpen you abilities to “think strategically” and to weigh factors from the perspective of the total enterprise. Accomplishing this objective means giving you an appreciation for the importance of building a competitive advantage. It means training you thoroughly in use of the tools of strategic analysis and exercising you in the managerial tasks of sizing up a company’s strategic position. It means systematically exposing you to the rigors of industry and competitive analysis, to the characteristics of the global market environment, to the ingredients of an attractive strategic plan, and to the varied administrative tasks associated with implementing and executing the chosen strategy as well as circumstances permit. And it means instilling a strong sense of ethical principles and values into the process and tasks of managing.

COURSE OBJECTIVES:

- To develop a framework of analysis to enable a student to identify central issues and problems in complex, comprehensive cases; and to present well-supported recommendations for future action.
- To develop an understanding of the roles and responsibilities of the board of directors, chief executive officer, and other key managers in strategic management leadership positions.
- To develop an understanding of strategic management concepts, research, and theories.
- To develop the ability to analyze and evaluate the performance of the people responsible for strategic management.
- To bridge the gap between theory and practice by developing an understanding of when and how to supply concepts and techniques learned in earlier courses covering marketing, accounting, finance, management, and production.
- To develop the ability to deal with the unexpected and to manage chaos.
➢ To develop an understanding of ethical principles and social responsibility as applied to the profession of managing.
➢ To further develop computer research skills using resources.
➢ To further develop a better understanding of the present and future, domestic and international, political, social, and legal environments within which corporations must function.
➢ To develop an understanding of global strategies, i.e. international outsourcing.
➢ To improve the research capabilities necessary to gather information from traditional sources and interpret key business environmental data.
➢ To further develop the ability to make formal written and oral presentations concerning the above-mentioned findings, and to incorporate the use of current computer technology.
➢ To further develop skills in utilizing the team approach within a diverse organizational environment.
➢ To have each student successfully complete a Major Field Test.

SPECIAL FEATURES OF THE COURSE:

Required Special Projects/Activities: Students will be responsible for the participation in group case readings, simulations, and presentations. These will be both oral and written. Students will be required to complete an individual strategic industry analysis as part of their course grade.

General Method of Operation Instruction: The basic structure of this course will be a combination of case analysis with written/oral presentations and lectures. Students will be expected to participate as follows:

- Read the assigned material
- Study the cases, complete basic calculations and make notes to be used in team and class discussion
- Make application of theory to a case
- Make use of current outside readings where applicable
- Work diligently with the assigned group

CREDIT:

Three (3) semester hours
COURSE EVALUATION PROCESS:
The final grade will be determined by the following:

- Quizzes: 10%
- Group Written Presentation of Readings: 10%
- Examination I: 15%
- Examination II: 15%
- Group Case I Analysis and Presentations: 15%
- Group Case II Analysis and Presentations: 20%
- Case Simulation: 5%
- Evaluation of Individual by Teammates: 5%
- Individual Paper: 5%

TOTAL: 100%*

*+ or – up to 5 points based on Major Field Test results.

MAJOR FIELD TEST (MFT):
Students are required to complete the Major Field Test. Their final grade in this course will be increased or decreased up to 5%, depending on their MFT score (See attached MFT Scoring Sheet, Sample Questions and online test times).

All students pursuing a Bachelor of Science in Business are required to earn a score of 135 (or higher) of a possible 200 on the Major Field Test in Business (MFT). The MFT is administered to students enrolled in MG 473 – Business Policy. Some of the content of this course (MG 473) is a portion of the material that is examined on the MFT. More information about the MFT is available at http://www.ets.org/mft. You are encouraged to learn this material in depth and remember it. Also, you are encouraged to keep your course materials to assist you in doing a quick review prior to taking the MFT. From this course, MG 473- Business Policy - the following topics are included in the MFT:

A. Environmental Scanning
   a. Internal Strength and Weaknesses
      Corporate Governance
      Financial Ratio Analysis
   b. External Opportunities and Threats
   c. Industry Analysis

B. Strategy Formulation
   a. Situation Analysis
   b. Corporate Strategy
   c. Business Strategy
   d. Functional Strategy
   e. Strategic Choice

C. Strategy Implementation
   a. Organizing, Staffing, Directing
   b. Evaluation and Control

D. International Strategic Issues

E. Ethics and Social Responsibility Issues
GRADING SCALE:
   A=89.5% through 100%
   B=79.5% through 89.4%
   C=69.5% through 79.4%
   D=59.5% through 69.4%
   F=59.4% and below

ACADEMIC ACCOMMODATION POLICY:
   Emporia State University will make reasonable accommodations for persons with documented disabilities. Students should contact the Director of Disability Services and the professor as early in the semester as possible to ensure that classroom and academic accommodations are implemented in a timely fashion. All communication between students, the Office of Disability Services, and the professor will be strictly confidential.

ATTENDANCE POLICY:
   Attendance is mandatory. Absences will affect your grade. The option of an instructor to initiate student withdrawal for student absences applies to the course. Three unexcused absences will be grounds for initiating the withdrawal process or for giving a failing grade.

ADDITIONAL INFO:
   Any information, handouts, and assignments, made in class should be considered course material. This course outline is subject to minor adjustments by the instructor.

STUDENT INPUT:
   The instructor welcomes student input concerning the structure of this class. This is especially important during the first few weeks of class meetings.
ACADEMIC DISHONESTY:

Academic Dishonesty Policy
Faculty Senate Bill 96002

Academic dishonesty, a basis for disciplinary action, includes but is not limited to activities such as cheating and plagiarism (presenting as one’s own the intellectual or creative accomplishments of another without giving credit to the sources or sources).

The faculty member in whose course or under whose tutelage an act of academic dishonesty occurs has the option of failing the student for the academic hours in question.

Emporia State University may impose penalties for academic dishonesty up to and including expulsion form the university.

The student has the right to appeal the charge of academic dishonesty in accordance with the university’s Academic Appeals policy and procedures set forth in accordance with the university’s Academic Appeals policy and procedure set forth in the Faculty handbook.

EMERGENCY PREPAREDNESS:

In the event of a tornado evacuation from the classroom, proceed to the designated tornado shelter. If anyone needs special assistance, please let the instructor know the first day of class so that arrangements can be made for class members to help you.

COURSE CONTENT:

(Case assignments to be given the 2nd week of class)

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<thead>
<tr>
<th>Chapter</th>
<th>Subject</th>
<th>Date</th>
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<tbody>
<tr>
<td></td>
<td>Introduction, course material distributed</td>
<td>8/16</td>
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<tr>
<td>1</td>
<td>Basic Concepts of Strategic Management</td>
<td>8/23</td>
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<td></td>
<td>Team Assignments completed</td>
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<td></td>
<td>Appendix 1A (Strategic Audit) pp26-33</td>
<td>8/23</td>
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<tr>
<td>12</td>
<td>Suggestions for Case Analysis</td>
<td>8/23</td>
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<td>Appendix 12.A &amp; B</td>
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<tr>
<td>2</td>
<td>Corporate Governance</td>
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<td>3</td>
<td>Social Responsibility and Ethics In Strategic Management</td>
<td>8/30</td>
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<tr>
<td>4</td>
<td>Environmental Scanning and Industry Analysis</td>
<td>9/06</td>
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<td>5</td>
<td>Internal Scanning: Organizational Analysis</td>
<td>9/06</td>
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6 Strategy Formulation:  
Situation Analysis and Business Strategy 9/13

7 Strategy Formulation:  
Corporate Strategy 9/13  
Review for Mid-term 9/20

**MID-TERM EXAMINATION** 9/27

Guest speaker—library resources 10/04

Fall Break 10/11

Team Presentations of Special Topics/Report Due (Ethics & Globalization) 10/18

8 Strategy Formulation:  
Functional strategy & strategic choice 10/18

Case Simulation 10/25

Case I Presentations 11/01

Written Case Reports Due 11/01

Review Case I 11/08

9 Strategy Implementation: Organizing For Action 11/08

10 Strategy Implementation: Staffing and Directing 11/08

MFT Thursday evening 6:00 p.m. to 9:00 p.m. 11/15

Thanksgiving Break 11/22

11 Evaluation and Control 11/29

**Individual Papers Due** 11/29

Strategic Issues in Managing Technology And Innovations 11/29

Strategic Issues in Entrepreneurial Ventures And Small Business 11/29
Strategic Issues in Not-for-Profit Organizations 11/29
Review for Final Exam 11/29
Final Exam 12/06
Case II Presentations and Report Due 12/13

FINAL EXAM SCHEDULE

MG 473ZA Thursday, Dec. 6, 2012 6:00 – 7:50 p.m Room 101

I have read this syllabus and I understand all requirements including my responsibilities as a student in MG 473ZA. These responsibilities include: active participation with my assigned team, adherence to ESU’s Academic Dishonesty Policy, and completion of all assignments in a timely fashion.

_________________________________________________           __________________
Student Name                                                                                      Date