

**DEPARTMENT OF MANAGEMENT AND QUANTITATIVE METHODS  
COLLEGE OF BUSINESS  
ILLINOIS STATE UNIVERSITY  
Summer 2008**

**College of Business Mission**

The College of Business provides a student-centered learning environment to develop the business skills and appreciation for continuous learning necessary to succeed in a dynamic global economy. Our high quality programs develop ethical, knowledgeable, and technologically competent business professionals. We strive to do this to further the University mission of providing a premier educational experience to undergraduates and to students in select graduate programs.

**Academic Integrity**

Students enrolled in College of Business classes are expected to maintain high standards of ethical conduct within the classroom and when completing assignments, projects, and/or exams. Plagiarism and other forms of academic dishonesty such as cheating will not be tolerated. Students are expected to provide appropriate citations for non-original writing even if the original work is paraphrased. Penalties for plagiarism and other forms of academic dishonesty may be severe. Students found to have plagiarized will fail the course.

**COURSE INFORMATION**

<b>Instructor:</b>	Dr. Mark Hoelscher
<b>Course Number &amp; Title:</b>	MQM 385 Problems in Business
<b>Prerequisites:</b>	ACC 166 or ACC 270; ENG 145.13 or MQM 240; MQM 220; MQM 227; FIL 208; FIL 240; MKT 230; all with grades "C" or better; senior standing; business majors only. Students must have met the prerequisites in order to remain in the class.
<b>Credit Hours:</b>	3 Credit Hours
<b>Time and Location</b>	8:00 AM –10:30 AM MTWR

**INSTRUCTOR INFORMATION**

<b>Phone:</b>	Office – (309) 438-5985 Home – (309) 452 - 5610 ( <b>No calls after 9 PM</b> )
<b>Email Address</b>	<a href="mailto:mlhoels@ilstu.edu">mlhoels@ilstu.edu</a>
<b>Office Location</b>	COB 244
<b>Office Hours</b>	10:30 AM – Noon Monday, Tuesday (and by appointment)
<b>Text:</b>	Thompson, Strickland, and Gamble, Crafting & Executing Strategy: The Quest for Competitive Advantage – ISBN 978-0-07-338124-4

## COURSE DESCRIPTION

A capstone course designed to familiarize students with the challenges and skills of managing a whole enterprise. The course will focus not only on strategic analysis at a conceptual level, but also on techniques of strategic movement in a wide range of competitive settings including manufacturing businesses, service industries, and global markets.

## COURSE REQUIREMENTS

**Course Exams:** Your examinations will consist of some combination of multiple choice, true/false, short answer, and essay questions. I rarely give make-up exams (including taking the exam earlier than scheduled). While job interviews are extremely important to senior level students, they should not be scheduled on exam days. (No make-ups will be given for missing an exam except for university approved and verified absences.) “Extenuating circumstances” will be considered on a case by case basis.

**Quizzes:** For every chapter there will be a short quiz required. These can be found on Blackboard and must be completed by the due date and time noted on Blackboard

**ETS Exam:** All 385 students are required to take the ETS “Major Field Test for Business” as part of the requirements of this course. A test schedule will be provided at the beginning of the second class day. If you have a conflict with the test schedule, you must talk to the Associate Dean in the Dean’s office. To be clear, this exam is an official part of 385 and will account for 2% of your final grade.

This nationally recognized exam will provide you feedback as to how you stand relative to the 22,000+ students who have taken it. It is a percentile that you can put on your resume as further evidence of your business knowledge to prospective employers. Students scoring in the top 5% of ISU undergraduate students and the top 20% of ISU graduate students will receive a certificate. If you would like more information about the test go here:  
<http://www.ets.org/portal/site/ets/menuitem.1488512ecfd5b8849a77b13bc3921509/?vgnextoid=f119af5e44df4010VgnVCM10000022f95190RCRD&vgnnextchannel=86f346f1674f4010VgnVCM10000022f95190RCRD>  
Additionally, if you would like more information about the business field test, specifically, scroll down to the list of tests near the bottom of the site listed above.

### Case Study:

Choose from any publicly traded company but be sure to choose a company that the team can obtain research and data on via any source available. Also, once a company is chosen, it is no longer available as a choice by another team.

Work in Teams, a maximum of 6 members per team.

Requires a final comprehensive paper  
Requires two presentations

This course requires two oral presentations, the first either on the internal, external, or competitive analysis portion of the paper, and the second over the final comprehensive paper.

**Team Presentations:** Your team presentations should include key elements from pertinent written reports. Each team holds the responsibility of deciding exactly what should be presented to the class. You are encouraged to dress professionally for your presentation. Each team will be given 15-20 minutes to present, followed by a question and answer period.

**Participation:** Both attendance and participation is critical to the learning process in this class. Every student is expected to attend each class. Attendance will be taken and absences will have a significant impact on your grade. For teams, there will be a peer evaluation and individual grades will be adjusted to reflect each team member's individual contribution to his or her group. For those whose attendance falls below 85% there will be no attendance points awarded. For those whose attendance falls below 50% a course grade of F will be given. Also, if you are absent on a day when your group presents, you will lose all class participation points for the semester.

### **Assignments/Homework**

Periodically throughout the semester there will be required assignments to turn in. They are listed in the course time table at the end of this syllabus. The assignments will be **two full pages minimum**, typed, double spaced. Anything else will be turned back ungraded. If the question requires more, by all means give me more. Include in a heading, your name, course number and the homework assignment number. Also, make sure that print quality is of a professional nature. No credit will be given for the homework if the above conditions are not met! All homework will be turned in via your Blackboard account for this course. It will be considered late after the due date noted on Blackboard Calendar. **All homework is to be done individually!**

### **Peer Appraisal**

You are required to write an evaluation on each of the members of your student consulting team. Each evaluation must be in a one paragraph format. The Peer Appraisal is your evaluation of whether and how each team member contributed conscientiously, on a timely basis, and with a positive outlook toward the development of the consulting project, Final Report, and presentation. This is your opportunity to have some influence in how I differentiate grades between team members. **This evaluation is to be done and handed in individually in a sealed envelope prior to turning in the final report. It must not be with the final report!** On the outside of the envelope indicate your name, the class, your group number, and the semester that we are in (Summer 08).

## GRADING POLICIES

### Point Calculations

Exam 1	300
Exam 2	300
Final Exam	100
Homework	160
Attendance	150
Presentation 1	100
Presentation 2	300
Final Project paper	310
Quizzes	240
ETS Exam	40
Total Possible Points	2000

### Grade Calculations

F	0	1200
D	1200	1400
C	1400	1600
B	1600	1800
A	1800	2000

## ADDITIONAL INFORMATION

All turned in work must be typed, double spaced, 12 pt font, standard spacing.

Homework turned in late will incur a 50% penalty and no credit will be given for homework over one class period late. **However, it still must be done in order to pass the course.** Homework is considered late immediately after the date and time due.

Your case analysis requires a financial analysis as well! This entails at the least:

- Financial statement
- Cash flow analysis
- Earnings per share
- Stock Price (trends)
- Traditional ratios

Also do a thorough industry analysis!

You must use (at least 75%) sources other than the company website or company literature!

Also, you must search the periodicals for things written about the company. (WSJ, NY Times, Business Week, etc.)

There will be a final exam administered. It will be comprehensive

Role will be taken. Regular attendance is a part of your grade. You must sign role sheet when circulated!

**NO EXCUSES!!!**

## ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Any student in need of a special accommodation should contact the staff in the Office of Disability Concerns at 438-5853 (voice) or 438-8620 (TDD).

## Course Calendar

Date	Class	Ch. Covered	Reading Assignment	Due
6/16	1	Orientation and Course Overview		
6/16	2	What is Strategy and why is it important?	Chapter 1	<b>Quiz 1 (On Blackboard)</b>
6/17,1	3	Group Orientation, Company Choice		
6/17,2	4	The Managerial Process of Crafting and Executing Strategy	Chapter 2	<b>(Quiz 2 (On Blackboard))</b>
6/18,1	5	Evaluating a Company's External Environment	Chapter 3	<b>Homework Question 1 (Porters 5 Forces)</b>
6/18,2	6	Analyzing a Company's Resources and Competitive Position	Chapter 4	<b>Quiz 3 and 4 (On Blackboard)</b>
6/19,1	7	The Five Generic Competitive Strategies; Which One to Employ?	Chapter 5	<b>Homework Question 2 (KSF's)</b>
6/19,2	8	Supplementing the Chosen Competitive Strategy: Other Important Strategy Choices	Chapter 6	<b>Quiz 5 and 6 (On Blackboard)</b>
6/23,1 & 2	9&10	<b>Exam 1</b>	<b>Covers Chapters 1-6</b>	<b>Homework Question 3 (Core Competency)</b>
6/24,1	11	Competing in Foreign Markets	Chapter 7	<b>Homework Question 4 (Barriers to Entry)</b>
6/24,2	12	Tailoring Strategy to Fit Specific Industry and Company Situations	Chapter 8	<b>Quizzes 7 and 8 (On Blackboard)</b>
6/25,1	13	Diversification: Strategies for Managing a Group of Businesses	Chapter 9	<b>Homework Question 5 (Barriers to Exit)</b>
6/25,2	14	Strategy, Ethics, and Social Responsibility	Chapter 10	<b>Quizzes 9 and 10 (On Blackboard)</b>
6/26,1	15	Building an Organization Capable of Good Strategy Execution	Chapter 11	<b>Homework Question 6 (Fragmented vs. Consolidated Industry)</b>
6/26,2	16	Corporate Culture and Leadership: Keys to Good Strategy Execution	Chapter 13	<b>Quiz 11 and 12 (On Blackboard)</b>
6/30,1	17	Term Paper, A Description		
6/30,2	18	Presentation 1 (External Analysis)	<b>Groups 5 &amp; 6</b>	<b>Homework Question 7 (Value Chain Analysis)</b>
7/1,1	19	Presentation 1 (Internal Analysis)	<b>Groups 3 &amp; 4</b>	
7/1,2	20	Presentation 1 ( current core competencies)	<b>Groups 1 &amp; 2</b>	<b>Homework Question 8 (Strategy)</b>
7/2,1	21			
7/2,2	22	<b>Exam 2</b>	<b>Covers Chapters 7,8,9,10,11,&amp; 13</b>	
7/3,1	23	Team presentation	Team 1	<b>All final project papers due at beginning of class!</b>
7/3,2	24	Team presentation	Team 2	
7/7,1	25	Team presentation	Team 3	
7/7,2	26	Team presentation	Team 4	
7/8,1	27	Team presentation	Team 5	
7/8,2	28	Team presentation	Team 6	

7/9		Make up slot for team presentations		
7/10		Final Exam Day		

### **Homework Questions (Individual Assignments!)**

1. What are Porter's 5 forces? Describe in some detail how they would affect a business.
2. What are KSF's (Key Success Factors)? How do they affect a business?
3. What is a core competency? What is a distinctive core competency?
4. What are barriers to entry? Give three examples. Show how they would affect a business.
5. What are barriers to exit? Give three examples. Show how they would affect a business.
6. Describe a fragmented vs. a consolidated industry. Discuss entrepreneurial potential of each. i. e., how does a fragmented industry become a consolidated industry? What are the implications to businesses in that industry when this happens?
7. What is a value chain analysis? Give an example of how one would be done.
8. What is corporate level strategy, business level strategy, and functional level strategy? What are the duties of each?

Homework should be in essay form and be a complete discussion of the topic. Homework will be graded on both content and style (grammar punctuation etc.)

## **Presentations**

Be Prepared  
Be Organized  
Be Practiced  
Be well dressed  
Be professional  
Dress is business casual  
Everyone participates  
Pay attention to where you place yourselves  
Be ready to cover for one another  
**DO NOT USE NOTECARDS!!**

Slides, Make sure they are not too busy!  
6 bullets per slide  
6 words per bullet  
Large Font  
Colors that are acceptable  
Animation kept to a minimum  
Graphics are ok but adjust above norms to keep clutter down

Make sure content is of acceptable quality  
Answer questions at end, Salt the audience!

## **Thoughts on Final Report**

Always remember to tie in reasons why they are currently doing what they do and reasons why you recommend the changes that you recommend.

Remember to go back and look at previous work. What were the company strengths and weaknesses that you found? What are the opportunities and threats that the environment poses? This will help you justify positions.

Remember, also to look at resource lists. What the company currently lists as its resources has a large bearing on what it will be able to do.

Remember that resources depreciate and that it takes time and direction to build new resources. As you recommend a position for your company you might want to consider what resources that you wish it had and find ways that your company can move to acquire or build those resources.

## Final Paper Outline Example

Cover Sheet

Table of Contents

Executive Summary (Two pages. Written last)

External Analysis; (Who are your competitors? Fully describe them. Use the below referenced tools.)

- Value Chain Analysis

- Key Success Factors

- Porters 5 Forces

- Other analysis tools as may be appropriate

- External Analysis conclusion

  - Opportunities in the environment

  - Threats from the environment

Internal Analysis (What is your company like? What are its strengths and weaknesses?)

- Financial Analysis

  - Cash Position

  - Financial Indicators

  - Cash Flow

  - Resources

  - Tangible

  - Intangible

  - Core competencies

- Internal Analysis Conclusions

  - Strengths

  - Weaknesses

Competitive Strategy

- Current Strategy

  - Corporate

    - Integration position

    - Diversification position

    - Other portfolio management issues

  - Business

    - Product positioning (Cost leadership or differentiation)

  - Functional

    - Quality

    - Innovation

    - Customer Service

    - Efficiency

- Future Strategic Direction (includes both short and long range plans)

  - Corporate

  - Business

  - Functional

    - Additional Resources needed and plans for obtaining those resources

Bibliography

Addendums

(List of assumptions)