To: BAM 479 – Strategic Management Students

From: Elaine Allore, MBA
Adjunct Faculty

Date: August 1, 2009

Subject: Attached Packet

I would like to take this opportunity to welcome you to BAM 479 – Strategic Management. I am looking forward to working with you this semester. Included with this memo are the pre-class assignments that will help you to prepare for our first class meeting on September 2nd. You will also find a copy of our syllabus for the course. Additional assignment sheets will be distributed during our class sessions.

Strategic Management, as your capstone course, can be a challenging, yet fascinating and rewarding course. In order for you to gain the most benefit from the class, I would encourage you to read through the material contained in this course pack as soon as you possibly can. Also, begin reading our assigned chapters and review the material so that we can have a productive first class session.

This course is being presented in a hybrid blended/online format. We’ll be meeting in the classroom for about half of our sessions, while the remaining sessions will take place online. Your ability to access eCollege through a reliable Internet connection will be a crucial factor in the successful completion of this course. We also require a working email address that you check on a regular basis.

**IMPORTANT NOTE: Attendance is mandatory at all of the final capstone presentations on December 2nd, 9th, and 16th.**

Please contact me via email at emallore@yahoo.com with questions and/or concerns.

See you all on September 2nd!
1. Thoroughly read the course syllabus and be prepared to discuss any questions that you may have about the class.

2. Read the David textbook Chapter 1, pages 1-26 *The Nature of Strategic Management* and the *Disney Cohesion Case*, which is found on pages 30-44.

3. Read Maimon et.al, Tab 2, pages 19-108 *Writing and Designing Papers*.

4. Complete the browser test as needed to ensure that you'll be able to access our course website in eCollege.

5. Visit our eCollege course website at [http://www.sienaonline.org](http://www.sienaonline.org) between August 26th and September 1st and respond to the discussion question that you'll find by clicking on “Discussion” on our Course Home Page. Visit the rest of our course website to become familiar with the “lay of the land.” Your login and password are the same that you use to access MySiena.

6. **This course will be presented in a hybrid blended/online format. Your ability to access eCollege through a reliable Internet connection will be crucial to your success in this course. You'll also need a working email address that you check on a regular basis.**
Faculty Name: Elaine M. Allore, MBA  
Office Hours: By appointment  
E-Mail: emallore@yahoo.com  
Class Meeting/Time: 6:00 to 9:00 p.m. on Wednesdays from September 2 through December 16, 2009  
We'll be meeting in Classroom Building A, Room A205  

Required Texts:  
STRATEGIC MANAGEMENT CONCEPTS AND CASES  
David, Fred R., 12th Edition, © 2009 – No other edition can be used!  
Pearson Prentice-Hall, Upper Saddle River, NJ  

A WRITER’S RESOURCE: A Handbook for Writing and Research*  
Maimon & Peritz, McGraw-Hill. ISBN: 978 007 325 8928  

*This resource book will be used throughout all Siena Heights University classes, including the Master’s Degree program  

Other Materials: Reliable Internet access capable of reading files in Word and Excel  
A calculator for every class session  

Course Routines: This course is being offered in a hybrid/blended online format. This means that we will meet in the classroom approximately every other week. When we are not in the classroom, we will be meeting online, utilizing the eCollege Learning Management System. A working email address is also required.  

Siena Heights University Mission Statement  
The mission of Siena Heights, a Catholic University, founded and sponsored by the Adrian Dominican Sisters, is to assist people to become more competent, purposeful, and ethical through a teaching and learning environment which respects the dignity of all.  

Course Description  
This course is designed to integrate earlier courses in business administration into a coherent, realistic approach to solving complex business challenges. We explore enterprise management in its broadest sense. As executives do, students will apply principles, practices and techniques to complex, dynamic and comprehensive case studies.  

Course Outcomes  
Achieve progress toward the established Business Administration Learning Outcomes as well as the General Education Learning Outcomes in  
- Communication (the ability to express ideas clearly and concisely verbally, visually and in writing),  
- Creativity (the ability to demonstrate problem solving skills by pursuing uncommon solutions),
• Analytical thinking (the ability to research, comprehend, analyze, and evaluate ideas),
• Integrative thinking (the ability to integrate parts into a comprehensive whole).

In addition, the student will be able to
• Demonstrate your knowledge by applying contemporary managerial theory, models, principles and practices in a variety of organizational settings,
• Prove your decision-making ability as senior managers integrating the objectives and resources of the organization with environmental opportunities and threats including the organizational ethics and social responsibility of the firm,
• Exhibit your problem-solving ability using analytical skills and innovative thinking in case analyses,
• Showcase your professional writing and presentation skills,
• Demonstrate your team skills including, but not limited to, communication, cooperation, and initiative.

**Siena Heights University Program Outcome Statement**

This course will lead students to consider:
• The nature and values of American business life
• Positive goals such as justice and social responsibility rather than crises and failures

Graduates of Siena Heights University will have gained the knowledge, skills and attitudes necessary to continue developing as self-respecting adults; and will be capable of:
• Making sense of their daily work and personal lives
• Taking appropriate actions
• Realizing that their search for final answers must be lifelong

**Learning Strategies**

A variety of tools and techniques will be used throughout the semester, including discussion, lecture, team assignments and problem solving, group practice work, individual homework, quizzes, exams, special projects and practical application of the text(s). The instructor strives to use a coaching/facilitating approach to help the student achieve mastery of the outcomes mentioned in the previous section.

**Assessment Strategies**

A variety of assignments will be utilized to assess your progress in meeting the student learning outcomes. A brief synopsis is provided below; addition information will be shared in class.

• **Team Case Analysis:** Teams will be formed early in the semester. In our current business environment, most strategic management takes place in groups. You will be required to operate as a management team in the analysis of several small cases.

• **Individual Case Analysis:** In order to prepare for your final capstone presentation, several interim written reports and an occasional brief oral presentation will be required during the semester, with the final “capstone” presentation and paper due in December.

• **Senior Capstone Presentation:** You will present your case analysis to a panel of reviewers consisting of (at a minimum) your professor, another member of the Siena Heights faculty, and one professional manager. Members of the panel will be evaluating your presentation on content, delivery, deportment, and professionalism.

• **Quizzes:** Periodic quizzes will be given during the semester that will assess your understanding of concepts presented and/or discussed in the text, lectures, discussions, and class activities.

• **Homework Assignments:**
  * Submit to the correct Digital Dropbox by 6:00 p.m. on the assigned night.
  * Additional assignments and exercises will be completed as homework outside of class.
  * Homework assignments are due at the beginning of class unless otherwise noted.
  * Be aware that late assignments are NOT accepted.
  * Rescheduling of presentations, quizzes, and/or exams will not be permitted.
  * If you do not present your final case presentation, you will fail this course!
• **Preparation and Participation:** I grade on attendance and participation. In order to fully participate in class discussions and gain the most from the lectures and in-class activities, your preparation and participation are essential to your successful completion of this course. This means arriving on time and being a present and an active participant for the entire class session; completing first posts to threaded discussions on time; responding to at least two (2) of your classmates' posts within the discussion timeframe; and adding to the body of knowledge that we are gathering through our discussions. (The grading rubric for threaded discussions is located in our eCollege course website.)

**Written Assignments**

Since this is an upper level college course, it is expected that all homework assignments will be word-processed and free of grammar, spelling, punctuation, and sentence structure errors. Include the following on **each assignment:** an assignment title, course number and title, your name, instructor's name and date submitted. Please use 11 or 12-point Arial or Times New Roman font with 1-inch margins. Engage the assistance of a friend, colleague, or family member to proof your work. Your grade on the assignment will be reduced should an excessive number of errors be discovered. All homework should be completed using either Word or Excel software. Detailed instructions regarding the final paper will be shared in class. Remember that APA style is required at Siena Heights University.

**Grading Policy and Scale**

Your grade for this course will be based on the following:

<table>
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<th>Percent</th>
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<tr>
<td>Individual Case Analysis – Parts 1 through 4</td>
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<tr>
<td>Final Individual Presentation</td>
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<tr>
<td>Team Case Assignments – Five short assignments</td>
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<tr>
<td>In-Class Participation and Threaded Discussions</td>
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<tr>
<td>In-Class/Online Quizzes and/or Exercises</td>
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<td><strong>100%</strong></td>
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**SCALE**

The following scale will be used for this course:

<table>
<thead>
<tr>
<th>Min % Achieved</th>
<th>Grade</th>
<th>Points</th>
<th>Min % Achieved</th>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>94%</td>
<td>A</td>
<td>4.00</td>
<td>75%</td>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>90%</td>
<td>A-</td>
<td>3.67</td>
<td>72%</td>
<td>C-</td>
<td>1.67</td>
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<tr>
<td>87%</td>
<td>B+</td>
<td>3.33</td>
<td>69%</td>
<td>D+</td>
<td>1.33</td>
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<tr>
<td>84%</td>
<td>B</td>
<td>3.00</td>
<td>66%</td>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>81%</td>
<td>B-</td>
<td>2.67</td>
<td>63%</td>
<td>D-</td>
<td>0.67</td>
</tr>
<tr>
<td>78%</td>
<td>C+</td>
<td>2.33</td>
<td>Below 63%</td>
<td>E</td>
<td>0.00</td>
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**Attendance Policy**

Regular class attendance and class participation are necessary for successful completion of the course. A student who does not attend regularly will normally experience considerable difficulty. While attendance will not directly be a major consideration in the determination of the final grade, it will be used to influence the grade in marginal situations.

You have the responsibility to contribute toward the learning process in the class for the benefit of yourself and other class members. Expected contributions include arriving to class with assignments completed to the best of your ability, entering into class discussion, and posing questions about course material you do not adequately understand.
IMPORTANT NOTE: Attendance at all presentations is mandatory! All class sessions in December will be scheduled for presentations.

Academic Dishonesty Policy

A. Definition
Academic dishonesty is unethical behavior which in any way violates the standards of scholarly conduct. It includes such behaviors as cheating on assignments or examinations, plagiarizing, submitting the same or essentially the same papers for more than one course without the consent of all instructors concerned, misappropriating library materials, or the destroying of or tampering with computer files. Also included in academic dishonesty is knowingly or intentionally helping another to violate any part of this policy.

Plagiarism is the failure to give credit for the use of any material from outside sources, including the Internet. It includes, but is not limited to: verbatim use of a quote without quotation marks and adequate documentation; submission of a paper, prepared by another person, as one’s own work; using the ideas, facts, words, photographs, pictures, graphics, or data of someone else and claiming them as your own; or not documenting ideas, facts, words or data gathered during research.

B. Student responsibility
Students should familiarize themselves with the complete Siena Heights University Academic Dishonesty Policy, which can be obtained from the SHU Undergraduate Catalog 2008-2010 on the website. Students are not excused from adherence to the policy even if they have not read it.

Academic Accommodations (Disability Statement)

Siena Heights University is committed to providing a learning environment that benefits all students. Pursuant to the Americans with Disabilities Act of 1990, all reasonable accommodations will be made to meet the documented needs of students. The Siena Accommodations Policy for Students with Disabilities requires a student to provide written documentation of his/her disability to the Academic Advising Office. If you require special accommodations, it is your responsibility to notify each instructor during the first two weeks of the semester. (See page 194 of the SHU Undergraduate Catalog 2008-2010 – available on the SHU website)

Academic and Professional Integrity

Siena Heights University expects its students to use resources with consideration for ethical concerns and legal restrictions. The principles of truth and honesty are recognized qualities of a scholar and of a competent, purposeful and ethical individual. Siena Heights University expects its students to honor these principles. Academic and professional integrity refers to the representation of one’s self and one’s work honestly while demonstrating respect for the accomplishments and contributions of others. Penalties for plagiarism and copyright infringement are at the discretion of the course instructor.

Expectations for This Class

I strongly believe that an individual’s participation in his or her learning process helps to reinforce the information presented. I try to keep lectures to a minimum and instead prefer to incorporate as many hands-on learning activities as I can. You will be asked to share anecdotes and examples from your lives that will help both you and your classmates to apply the concepts taught in class. The learning environment should be fun and interesting – we can all help to make sure that we create such an environment. I look forward to getting to know all of you and sharing this semester with you.

Course Schedule and Assignment Listing

See the next two pages for our course schedule and assignment listing.
**Pre-Class Assignment:**
Read Chapter 1 and the Disney Cohesion Case in the *David* text and Tab 2 in the *Maimon* text. Be prepared to discuss all assigned material.

<table>
<thead>
<tr>
<th>Class Date</th>
<th>Homework for This Class Session</th>
<th>In Class</th>
</tr>
</thead>
</table>
| 09/02/09     | Read Chapter 1 in David Textbook Read Tab 2 *Writing and Designing Papers* in Maimon Textbook   | Classroom  
Icebreaker  
Introduction to course  
Introduction to textbook and other materials  
**Discuss Chapter 1**  
Discuss Team Roles and Responsibilities  
Discuss Effective Leadership |
| Week 1       |                                                                                               |                                                                         |
| 09/09/09     | Read *How to Prepare and Present a Case Analysis* (pages 320-331)  
Read Chapter 2  
Read assigned team case – Cellox 2007 begins on page 142 | **Online**  
Discuss Chapter 2  
Online activities |
| Week 2       |                                                                                               |                                                                         |
| 09/16/09     | Read Chapter 3  
Read Tab 5 *Researching* in Maimon  
Team Case Assignment #1 | Classroom  
Discuss Chapter 3  
In-class activities  
Receive individual case assignments  
**Team Case Assignment #1** |
| Week 3       |                                                                                               |                                                                         |
| 09/23/09     | Read Chapter 4  
Read Chapter 8 (pages 272-288 only) *Finance and Accounting Issues*  
Team Case Assignment #2 | **Online**  
Discuss Chapter 4  
Online activities  
**Team Case Assignment #2** |
| Week 4       |                                                                                               |                                                                         |
| 09/30/09     | Read Chapter 5  
Team Case Assignment #3 | Classroom  
Discuss Chapter 5  
In-class activities  
**Team Case Assignment #3** |
| Week 5       |                                                                                               |                                                                         |
| 10/07/09     | Read Tabs 9 through 12 in Maimon  
Team Case Assignment #4 | **Online**  
Review Chapters 1 through 5  
Online activities  
**Team Case Assignment #4** |
| Week 6       |                                                                                               |                                                                         |
| 10/14/09     | Read Chapter 6  
Read Tab 7 APA Documentation Style in Maimon | Classroom  
Discuss Chapter 6  
In-class activities  
**Case Analysis Paper - Part 1 is due** |
| Week 7       |                                                                                               |                                                                         |
| 10/21/09     | Chapter 6, continued… | **Online**  
Discuss Chapter 6  
Online activities  
**Quiz #1 (Chapter 6)** |
| Week 8       |                                                                                               |                                                                         |
### Class Date

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<tr>
<th>Date</th>
<th>Homework for This Class Session</th>
<th>In Class</th>
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<tbody>
<tr>
<td>10/28/09</td>
<td>Read Chapter 7</td>
<td><strong>Classroom</strong></td>
</tr>
<tr>
<td>Week 9</td>
<td></td>
<td><strong>Discuss Chapter 7</strong></td>
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<td></td>
<td></td>
<td><strong>Case Analysis Paper - Part 2 is due</strong></td>
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<tr>
<td>11/04/09</td>
<td>Read Chapter 8</td>
<td><strong>Online</strong></td>
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<tr>
<td>Week 10</td>
<td></td>
<td><strong>Discuss Chapter 8</strong></td>
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<td></td>
<td><strong>Online activities</strong></td>
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<td></td>
<td></td>
<td><strong>Team Case Assignment #5</strong></td>
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<td></td>
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<td><strong>Quiz #2 (Chapter 8)</strong></td>
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<tr>
<td>11/11/09</td>
<td>Read Chapter 9</td>
<td><strong>Classroom</strong></td>
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<tr>
<td>Week 11</td>
<td></td>
<td><strong>Discuss Chapter 9</strong></td>
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<td><strong>In-class activities</strong></td>
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<td><strong>Case Analysis Paper - Part 3 is due</strong></td>
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<tr>
<td>11/18/09</td>
<td>Flex/Catch-up</td>
<td><strong>Online</strong></td>
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<tr>
<td>Week 12</td>
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<tr>
<td>11/25/09</td>
<td><strong>Thanksgiving Break!</strong></td>
<td><strong>No Class</strong></td>
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<tr>
<td>12/02/09</td>
<td>Deliver final presentations (as scheduled)</td>
<td><strong>Classroom</strong></td>
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<tr>
<td>Week 13</td>
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<td><strong>Final Case Analysis Paper is due</strong></td>
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<td><strong>Individual Final Presentations</strong></td>
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<tr>
<td>12/09/09</td>
<td>Deliver final presentations (as scheduled)</td>
<td><strong>Classroom</strong></td>
</tr>
<tr>
<td>Week 14</td>
<td></td>
<td><strong>Individual Final Presentations</strong></td>
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<tr>
<td>12/15/09</td>
<td>Deliver final presentations (as scheduled)</td>
<td><strong>Classroom</strong></td>
</tr>
<tr>
<td>Week 15</td>
<td></td>
<td><strong>Individual Final Presentations</strong></td>
</tr>
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</table>

### IMPORTANT NOTE!

This syllabus and attached course information is provided as a guideline for the course. Deviations or modifications may be necessary. You will be notified of any changes during class sessions.