Stevens Institute of Technology

**Howe School of Technology Management**

## Syllabus

**EMT 715**

**Strategic Business Planning**

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| Semester: **2012** | Day of Week/Time: |
| Instructor Name & Contact Information:  **Donald N Merino, PhD, P.E.**  Alexander Crombie Humphreys Professor of Economics of Engineering  Tel : 201-216-5504  Email : [dmerino@stevens.edu](mailto:dmerino@stevens.edu) | Office Hours:  **Wednesday & Thursday**  Class Website:  <http://webct.setvens.edu/webct/public/home.pl> |

**Overview**

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| The course covers the subject of strategic business management in seven ( 4 hour) formal lectures augmented by two (4-hour) case study presentations. Each lecture focuses on concepts and techniques accompanied by examples of their use in familiar business situations. It is assumed that most students have little formal exposure to strategic management or business strategy. Based on this assumption, the lectures are designed to guide the student through a disciplined, logical process for the strategic management of business enterprise.  The lectures are divided into three distinct sections:  I. Overview of Strategic Management  II. Strategy Formulation  III. Strategy Implementation and Control  Section I introduces the subject of Strategic Management and presents a model of the strategic management process which establishes a logical framework for the lecture sequence outlined in Chapter 1 of the text book.  Section II focuses on the formulation of strategy at the corporate and company level with special emphasis on external orientation in formulating corporate and business strategy. (Chapters 2 - 8)  Section III addresses the implementation and control of corporate and business strategy. (Chapters 9 - 11)  *Prerequisites: EMT 624 – Financial analysis;* |

**Relationship of Course to Rest of Curriculum**

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| The Technology Strategy course is part of a 3-course sequence encompassing Strategic Issues, which is one of six broad subject areas comprising the EMTM program. These subject areas include:   |  |  | | --- | --- | | * Strategic Issues * Global Business Management * Functional Business Management | * People Management * Innovation Process & New Product/Business Development * Integrated Business Simulation |  |  | | --- | | These distinct knowledge areas are linked together by common educational threads resulting in a comprehensive integrated program | |

**Learning Goals**

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| After taking this course, the students will be able to:  1. Utilize the key elements of the Pierce and Robinson Planning module in evaluating the strategic management plans of major corporations.  2. Develop a viable strategic plan for a business or company strategic unit incorporating the elements of mission, vision, external and internal analysis leading to Generic and Grand Strategies to effect competitive advantage  3. Apply portfolio techniques, such as the Boston Consulting Group (BCG) and/or McKinsey 9-Box process, to balance the flow of resources within multi-business companies.  4. Develop plans to implement the strategies, which should include clear short term objectives, effective functional tactics, policies that empower, reward systems that motivate effective organization structures, organizational leadership and supportive corporate culture.  5. Develop strategic controls that include premise control. implementation control, strategic surveillance and special alert control. Develop operating controls for companies chosen by the student |

**Pedagogy**

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| The course is designed for students to learn to:  *Organize and present the subject matter effectively*  A. What is taught makes sense to the student and is consistent with the objectives of the course.   1. The interrelationships are suggested between the subject matter of the course and other fields of learning.   *Simulate thinking and develop understanding*  A. The student’s intellect is challenged  B. Critical thinking and open-minded attitudes are encouraged.  C. The student becomes more self-directed.  *Arouse interest*  A. The students like what they are experiencing  B. Students find it significant in relation to their educational purposes.  *Demonstrate resourcefulness*  A. Makes good use of human and material resources and techniques of teaching appropriate to the course and each specific class situation.  *Manage the course effectively*  A. Clearly states and adheres to course requirements.  **Class Sessions:**  This course combines formal lecture sessions, readings and case studies to develop an understanding of the concepts and principles underlying Strategic Business Planning.  **Case Analysis:**  The class will be divided into teams consisting of 3 to 5 members.  Each team will select a company of its own choosing, which will be the subject of their research throughout the course. Using the Strategic Analysis Model as a guide, teams will be required to present (oral and written) **three short-case analyses** on their chosen companyat designated periods throughout the course,and a **final comprehensive case analysis** (integrated strategic plan) at the end of the course. Part of each class period will be used by designated teams to evaluate the short-case studies and present findings, recommendations, and action plans, etc.  Each team is asked to run Capstone (the management simulation) for a number of years and then develop a **comprehensive case analysis** (integrated strategic plan).  The strategic plan is similar to the company they choose  To strategically evaluate the complex and comprehensive issues presented in these cases, the student/team members will be expected to utilize library resources where appropriate. This research should include further study into (A) the background of the company, (B) the industry in which it operates, and (C) what the experts are saying concerning the most salient aspects of the business environment.  Finally, in order to receive the full benefit of the case analysis component of your academic experience, each student/team member will be required to utilize PC capabilities to augment reports/presentations with liberal use of graphics, decision tools, word processing and related user-friendly software. |

**Required Text(s)**

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| **R1** = Strategic Management: Formulation, Implementation and Control (12th. Edition.)  Pearce John A. & Robinson Richard B.  Richard D. Irwin 2003  ISBN 978-0-07-813716-7 |

**13. REQUIRED ARTICLES FOR COURSE:**

**SUPPLEMENTARY READINGS**

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| **P & R Chapter** | **Readings** | |
| 1. Overview 1.1  of Strategic  Management  1.2  1.3 | | Eisenhardt, K. and Sull, D.  *Strategy as Simple Rules*  Harvard Business Review  January 2001, pp. 107-116, R0101G  Porter, Michael  *What Is Strategy?*  Harvard Business Review  November-December 1996, pp. 61-78, 96608  Gray, Daniel *Uses and Misuses of Strategic Planning*Harvard Business Review January-February 1986, pp. 89-97, 86105 |
| 2. Company 2.1  Mission  2.2 | Ireland, R. D. and Hitt, M. A.  *Mission Statements: Importance, Challenge, and Recommendations for Development*  Business Horizons  May-June 1992, pp. 34-42  Collins, J. and Porras, J.  *Building Your Company's Vision*  Harvard Business Review  September-October 1996, pp. 65-77, 96501 | |
| 3. Corporate 3.1  Social Responsibility  and Business Ethics | Corporate Social Responsibility  *Wikepedia*  January 2007 | |
| 4. External 4.1  Environment | Porter, Michael  *How Competitive Forces Shape Strategy*  Harvard Business Review  March-April 1979, pp. 137-145, 79208 | |
| 5. Global 5.1  Environment  5.2  5.3 | Porter, Michael  *Competing Across Locations: Enhancing Competitive Advantage Through a Global Strategy*  Harvard Business Review – HBS Press Chapter  May-June 1999, pp. 3-24, 2026  Reich, Robert *Who is Them?* Harvard Business Review  March-April 1991, pp. 78-88, 91206  Porter, Michael  *The Competitive Advantage of Nations*  Harvard Business Review  March-April 1990, pp. 73-91, 90211 | |
| 6. Internal 6.1  Analysis  6.2 | Hamel, G. and Prahalad, C. K.  *Strategic Intent*  Harvard Business Review  May-June 1989, pp. 2-14, 89308  Kaplan, R. and Norton, D.  *Focusing Your Organization on Strategy – With the Balanced Scoreboard*  Harvard Business Review  September-October 1993, pp. 134-147, January – February 1996,  pp. 75-85,September – October 2000, pp. 3-11, 5157 | |
| 7. Long-Term 7.1  Objectives and  Grand Strategies  7.2 | Waite, Thomas  *Stick to the Core – Or Go for More?*  Harvard Business Review  February 2002, pp. 5-12, R0202A  Nanda, A.; Williamson, P.; Bleeke, J.; Ernst, D.; Kanter, R. and Ohmae, K.  *Strategic Alliances Collection*  Harvard Business Review  May-June 1996, pp. 1-60, 49530 | |
| 8. Business 8.1  Strategy | Stalk, G.; Evans, P. and Shulman, L. E.  *Competing on Capabilities: The New Rules of Corporate Strategy*  Harvard Business Review 70, no. 2  March-April 1992, pp. 57-68, 92209 | |
| 9. Multibusiness 9.1  Strategy  9.2 | Bart, Christopher  *Implementing ‘Growth’ and ‘Harvest’ Product Strategies*  California Management Review, Vol. 29, No. 4  Summer 1987, pp. 139-156.  Haspeslagh, Philippe C.  *Portfolio Planning: Uses and Limits*  Harvard Business Review 60, no. 1  January-February 1982, pp. 58-74, 82105 | |
| 10. Implementation 10.1    10.2 | Ross, J.; Weill, P.; Rigby, K.; Reichheld, F.; Schefter, P.; Hansen, M.; Nohria, N. and Tierney, T.  *Link IT to Your Corporate Strategy (HBR OnPoint Collection)*  HBR On Point Collection  November 2002, pp. 3-9, 2160; February 2002, pp. 5-11, 8946; March-April 1999, pp. 106-116, 4347  Porter, Michael  *Strategy and the Internet*  Harvard Business Review  March 2001, pp. 63-78, R0103D | |
| 11. Organizational 11.1  Structure | Pascale, R.; Millemann, M. and Gioja, L.  *Changing the Way We Change*  Harvard Business Review  November-December 1997, pp. 127-139, 97609 | |
| 12. Leadership 12.1  and Culture | Sorcher, M. and Brant, J.  *Are You Picking the Right Leaders?*  Harvard Business Review  February 2002, pp. 5-11, R0202F | |
| 13. Strategic 13.1  Control  --------------------------------  14. Innovation and  Entreprepeneruship  14.1    14.2 | 13.1 Plotkin, Hal  *Feedback in the Future Tense*  Harvard Management Communication Letter  November 2002, pp. 3-5, C0211A  14.1 Bangle, Chris  *The Ultimate Creativity Machine: How BMW Turns Art into Profit*  Harvard Business Review  January 2001, pp. 5-11, R0101B  14.2 Whitney, Daniel E.  *Manufacturing by Design*  Harvard Business Review  July-August 1988, pp. 83-90, 88412 | |

**Assignments**

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| **A. Short-Oral Case Presentation / Reports:** (3 @ 100 points) **Team**  5 points: Customer / Team  40 points: Focus on P&R Model/Plans  15 points: Research Analysis  10 points: Quality of Answers  20 points: Conclusion/Advice  10 points: Oral Presentation  100 points. Total  **B. Lap Package / Report:**  (4 @ 50 points) **Team**    5 points: Audience: Customer / Team  10 points: Executive Overview Scope  5 points: Organization  10 points: Quality of slides  10 points: Quality of Text  10 points: One page memo  50 points. Total  **C. One-Page Executive Memo:** (1 @ 100 points each) **Individual**    10 points: Customer/Team  10 points: Clear & Concise Objectives  20 points: Comprehensive & Relevant Findings/Observations  20 points: Relevant Recommendations  20 points: Concise Action Items  20 points: Concise Feedback & Audit  100 points Total  **D. Term Project Comprehensive Case Report:** (1 @ 200 points) **Team**  10 points: Customer/Team  20 points: Oral presentation  10 points: Questions answered  10 points: 1 page Executive Overview  40 points: Strategic Plan  40 points: Implementation Plan  30 points: Feedback /Control Plan  20 points: Recommendation  20 points: Lab Package  200 points. Total E: Reading Summaries: – Extra Credit (Individual) 5 points: Concise Summary of Author’s Main Points  5 points: Relevance to P & R Chapter  5 points: Relevance to your company  5 points: Relevance to Comprehensive Case  20 points Total |

**Course Grading**

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| A. Short Oral Case Presentation - 3 @ 100 pts | 300 pts (37.5%) **Team** |
| B. Lap Packages for above 3 @ 50 pts each | 150 pts (18.7%) **Team** |
| C. One-Page Executive Memos - 1 @ 100 pts | 100 pts (12.5%) **Individual** |
| D. Term Project – Comprehensive Case Presentation | 200 pts (25.0%)  **Team** |
| E. Lap Package for above 1@ 50 pts. | 50 pts ( 6.3%)  **Team** |
| Total | 800 pts (100%) |
| E. Reading Critique (Extra Credit) | 20 pts **Individual** |

**Ethical Conduct**

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| The following statement is printed in the Stevens Graduate Catalog and applies to all students taking Stevens courses, on and off campus.  “Cheating during in-class tests or take-home examinations or homework is, of course, illegal and immoral. A Graduate Academic Evaluation Board exists to investigate academic improprieties, conduct hearings, and determine any necessary actions. The term ‘academic impropriety’ is meant to include, but is not limited to, cheating on homework, during in-class or take home examinations and plagiarism.“  Consequences of academic impropriety are severe, ranging from receiving an “F” in a course, to a warning from the Dean of the Graduate School, which becomes a part of the permanent student record, to expulsion.  *Reference: The Graduate Student Handbook, Academic Year 2003-2004 Stevens*  *Institute of Technology, page 10.*  Consistent with the above statements, all homework exercises, tests and exams that are designated as individual assignments MUST contain the following signed statement before they can be accepted for grading. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination. I further pledge that I have not copied any material from a book, article, the Internet or any other source except where I have expressly cited the source.  Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_  Please note that assignments in this class may be submitted to [www.turnitin.com](http://www.turnitin.com), a web-based anti-plagiarism system, for an evaluation of their originality. |

**COURSE SCHEDULE Spring 2012 Saturday Program**

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| **Month** | ***Sat*** | **Lecture#** | Chap. Ch | **Session Ex. Memo Due** | **Tab** |
| Jan | *07 pm* | 1 | *1*  *2*  *3* | Strategic Management (Overview)  Company Mission  Team Meeting re Choose company  Corporate Social Responsibility and Bus. Ethics | 1  2  3 |
| Jan | *14 pm* | 2 | *4*  *5*  *6* | External Environment  The Global Environment: Strategic-Multinational  Internal Analysis – The Company Profile | 4  5  6 |
| Jan | *28 pm* | *3* | *7*  *8* | *A. Company Mission/Vision/External/Internal All Teams*  Long Term Objectives / Grand Strategies  Business Strategy | *7*  *8* |
| **Feb** | *11 pm* | 4 | 8 *9* | Business Strategy – cont.  Multibusiness Strategy | 8  9 |
| Feb | *25 pm* | *5* | *10*  *11* | *B. Company Plans All teams*  Implementation.  Organizational Structure 1 page Executive Memo due | *10 11* |
| **March** | *10 pm* | 6 | *12*  *13* | Leadership and Culture.  Strategic Control; Innovation, Entrepreneurship | 12  13 |
| *March* | *24 pm* | *7* |  | *C. Implementation and Control Plans All teams*  *Review Capstone Strategic plan in 623* | *14* |
| *March* | *31* | *-* |  | *Capstone in 624* |  |
| ***April*** | *14*  *pm* | *8* |  | *D. Comprehensive Case Presentations All Teams* |  |