

ECBA 406: Business Policy

Prerequisite(s): None

Credits: 3



I. Course Description

This capstone course is designed to integrate and use concepts from the core business courses in the solution of practical business problems.

II. Course Objectives

1. Analyze external impacts on businesses
2. Analyze internal impacts on strategic business development
3. Develop a strategic assessment utilizing a SWOT analysis process
4. Develop evaluation methods that will help assess the strategic plans and controls associated with business success
5. Demonstrate and apply prior learning experiences into a capstone project
6. Summarize how leadership, ethics and a learning organization influence organizational change in the future

III. Course Textbooks and Reading Materials

*Students must purchase in advance texts and/or materials for this course.

Strategic Management and Business Policy: Globalization, Innovation and Sustainability, 15th Edition

Wheelen, Hunger, Hoffman, and Bamford

Digital ISBN: 9780134538679

Print ISBN: 9780134522050 (Looks Like a Print Rental Only)

IV. Weekly Information

Module One – Week 1

Introduction to Strategic Management and Business Policy

Objectives

At the end of this Module, you should be able to:

- 1.1 Determine the benefits of strategic management
- 1.2 Explain how globalization and environmental sustainability influence strategic management
- 1.3 Describe the role and responsibilities of the board of directors in corporate governance
- 1.4 Explain how executive leadership is an important part of strategic management

- 1.5 Compare and contrast the relationship between social responsibility and corporate performance
- 1.6 Explain the concept of sustainability

Reading

Chapter 1: Basic Concepts of Strategic Management, pp 1 – 39

Chapter 2: Corporate Governance, pp 40 - 69

Chapter 3: Social Responsibility and Ethics in Strategic Management, pp 70 – 90

Module Lecture

Chapters 1, 2, & 3

Deliverables

Discussion: Introduction

Discussion: Learning Organization

Written Assignment: Strategic Decision-Making Process

Quiz: 25 question multiple-choice questions for Chapters 1, 2, & 3

Module Two – Week 2

Scanning the External Environment

Objectives

At the end of this Module, you should be able to:

- 2.1 Recognize aspects of an organization's environment that can influence its long-term decisions
- 2.2 Identify the aspects of an organization's environment that are most strategically important
- 2.3 Identify how industry maturity affects industry competitive forces
- 2.4 Categorize international industries based on their pressures for coordination and local responsiveness

Reading

Chapter 4: Environmental Scanning and Industry Analysis, pp 91 – 131

Lecture

Chapter 4

Deliverables

Discussion: Porter's Five Forces

Written Assignment: Societal Environment

Quiz: 25 question multiple-choice questions for Chapter 4

Module Three – Week 3

Scanning the Internal Environment

Objectives

At the end of this Module, you should be able to:

- 3.1 Apply the resource-based view of the firm to determine core and distinctive competencies
- 3.2 Evaluate a company's business model and determine how it could be imitated
- 3.3 Assess a company's corporate culture and how it might affect a proposed strategy
- 3.4 Scan functional resources to determine their fit with a firm's strategy

Reading

Chapter 5: Organizational Analysis and Competitive Advantage, pp 132 - 166

Lecture

Chapter 5

Deliverables

Discussion: Internal Analysis

Written Assignment: Core Competencies

Quiz: 25 question multiple-choice questions for Chapter 5

Module Four – Week 4

Strategy Formulation

Objectives

At the end of this Module, you should be able to:

- 4.1 Organize environmental and organizational information using a SWOT approach and the SFAS matrix
- 4.2 Examine the competitive and cooperative strategies available to corporations
- 4.3 Identify the three aspects of corporate strategy
- 4.4 Identify strategic options to enter a foreign country
- 4.5 Identify a variety of functional strategies that can be used to achieve organizational goals and objectives
- 4.6 Construct corporate scenarios to evaluate strategic options

Reading

Chapter 6: Strategy Formulation: Business Strategy, pp 167 – 191

Chapter 7: Strategy Formulation: Corporate Strategy, pp 192 – 217

Chapter 8: Strategy Formulation: Functional Strategy and Strategic Choice, pp 218 – 246

Lecture

Chapters 6, 7, & 8

Deliverables

Discussion: Functional Strategy

Written Assignment: Market Expansion

Quiz: 25 question multiple-choice questions for Chapters 6, 7, & 8

Module Five – Week 5**Strategy Implementation****Objectives**

At the end of this Module, you should be able to:

- 5.1 Recognize the importance of achieving synergy during strategy implementation
- 5.2 List the stages of corporate development and the structure that characterizes each stage
- 5.3 Identify the blocks to changing from one stage to another
- 5.4 Differentiate the link between strategy and staffing decisions
- 5.5 Match the appropriate manager to the strategy
- 5.6 Illustrate how to implement an effective downsizing program

Reading

Chapter 9: Strategy Implementation: Global Strategy, pp 247 – 261

Chapter 10: Strategy Implementation: Organizing and Structure, pp 262 - 291

Chapter 11: Strategy Implementation: Staffing and Directing, pp 292 – 315

Lecture

Chapters 9, 10, & 11

Deliverables

Discussion: Life Cycles

Written Assignment: Mergers and Acquisitions

Quiz: 25 question multiple-choice questions for Chapters 9, 10, & 11

Module Six – Week 6**Strategy Control****Objectives**

At the end of this Module, you should be able to:

- 6.1 Examine the basic control process
- 6.2 Use the balanced scorecard approach to develop key performance measures
- 6.3 Apply the benchmark process to a function or activity

6.4 Develop appropriate control systems to support specific strategies including performance measurement

Reading

Chapter 12: Evaluation and Control, pp 316 - 344

Lecture

Chapter 12

Deliverables

Discussion: Control Systems

Written Assignment: Measuring Performance

Quiz: 25 question multiple-choice questions for Chapter 12

Module Seven – Week 7

Introduction to Case Analysis

Objectives

At the end of this Module, you should be able to:

- 7.1 Research the case situation as needed
- 7.2 Analyze financial statements by using ratios and common-size statements
- 7.3 Use the strategic audit as a method of organization and analyzing case information

Reading

Chapter 13: Suggestions for Case Analysis, pp 345 - 372

Lecture

Chapter 13

Deliverables

Discussion: Financial Ratios

Written Assignment: Using Financial Ratios

Module Quiz: 25 questions multiple choice from test bank from Chapter 13

Capstone Final Presentation

V. Course Information and Grading

Course Requirements (Weekly)

Each lesson will be based on the inclusion and grading of the following segments:

Discussion Boards, Assignments/ Case Studies/ Projects.

Capstone Final Presentation Project

A final presentation PowerPoint will be due at the end of Week 7. This project will exemplify your learning of the course objectives. Instructions are included in the Course Information Tab and in Week 7. This project will be worth 70 points towards your final grade.

Class Discussions

Successful online learning requires active and meaningful participation in the Discussion Board Forum. Critical thinking, appropriate use of judgment and professional comments are required for all responses. Simple agreement or disagreement with a fellow student does not constitute a quality response. Student opinions are important but must be supported by relevant data obtained in the literature or text.

1. One initial discussion board post is due by the fourth day (Thursday @ 11:59 pm) of each weekly module and two response posts are due by the last day (Sunday @ 11:59 pm) of each weekly module.
 - a. Undergraduate Word Count Requirements:
 - i. Initial post must be >200 words
 - ii. Responses must be >150 words
 - b. Graduate Word Count Requirements:
 - i. Initial post must be >250 words
 - ii. Responses must be >200 words
2. Participation – Students must meet initial and response post deadlines to be eligible for full points. Late initial posts may be accepted with a 33% reduction in the overall score assessed for each day late. Two response posts are required. If only one is received, then the overall score will be reduced by 25%. If no response posts are received, then the overall score will be reduced by 50%.
3. Students should be respectful and write in a proper and professional manner.

Please refer to the Discussion Board Rubric located within course syllabus for specific requirements and guidance on delivering a substantial discussion.

Late and Make-up Assignments

All deliverables are due by 11:59 PM on the due dates indicated. When substantive emergencies occur, acceptance of late submissions is left to the discretion of the course instructor.

Assignments that are submitted after the due date with prior written approval (text or email) from the instructor may receive the following deductions:

1. Late assignments are subject to a deduction of 10% of the available points for each day late.
2. Assignments submitted later than one week after due date will not be accepted and will receive a zero (0).
3. No work may be submitted after the last day of the course.

4. See Class Discussions for late discussion post policy.

Written Work

- All graded assignments must be typewritten, as designated by the professor of record for the course.
- All referenced materials must be presented according to the Publication Manual of the American Psychological Association (APA), based on the most current published edition. (current, 7th edition) (Except for English courses that specify use of MLA format.)
- All required written assignments are due on the last night of each lesson week at 11:59pm EST. This information is included in the course scheduler and calendar of every course.
- All written and graded assignments are considered the property of the College of Adult and Professional Studies and should be returned to the appropriate professor of record for the related course.
- SafeAssign may be used to check for plagiarism.

Grading Scale and Assigned Letter Grades

Charleston Southern Online Undergraduate classes follow the following numerical and letter grading scale. Grades will be posted by the Sunday night following the closing of the lesson. No grades will be given to students over the phone.

A: 900 - 1,000 points

B+: 870 - 899 points

B: 800 - 869 points

C+: 770 - 799 points

C: 700 - 769 points

D: 600 - 699 points

F: 0 - 599 points