

Business Policy & Strategy
Dr. Richard C. Insinga, April 2011

Lecture #1

Plan for Lecture #1

- About the professor
- About the course – syllabus and schedule
 - Discuss assignments
- Topics for tonight
 - The evolution of business strategy – historical
 - Porter's Introduction
 - Porter's Chapter 1 – Structural analysis of industry
 - Article Review of Porter's book
 - Article on Porter's five forces model

About the Professor

Dr. Richard C. Insinga is an Associate Professor Emeritus of Management at the State University of New York (SUNY), College of Oneonta where he taught undergraduate and graduate courses, specializing in Strategic Management and Operations Management. He also has taught at St. John Fisher College in Rochester, NY.

Dr. Insinga has a number of publications in peer-reviewed journals, including several on the topic of strategic outsourcing. He has 37 years of experience in industry, government, consulting, and academia. His positions include Corporate Director of Technology Development at Avco Corporation, director of Strategic Planning at United Technologies Research Center, and Senior Consultant with Booz, Allen & Hamilton Inc.

He received his doctorate in management from the Lubin School of Business at Pace University, an M.B.A. from Stanford University, and a M.S. and B.S. in Mechanical Engineering (Aerospace) from Columbia University. In 2001, he received an honorary doctorate from the Siberian Aerospace Academy (Krasnoyarsk, Russia) in recognition for his achievements in creating a business school there.

About the Course

- Syllabus
- Course Schedule
- Assignments
- Grading

Syllabus for
BUSINESS POLICY & STRATEGY

Spring 2011

18:00 – 22:00 with Place To Be Announced (TBA)

Professor: Dr. Richard C. Insinga, Associate Professor of Management
E-mail/Phone/Office: insingrc@oneonta.edu, Phone: TBA; Office: TBA
• *Office Hours:* TBA

Course Objectives

- Develop strategic thinking about an organization.
- Integrate the knowledge gained in other courses to demonstrate how strategy enables the different parts of an organization to successfully operate as an integrated whole.
- Provide an understanding of the competitive challenges of the global environment.
- Get experience in crafting strategy, developing strategic alternatives, analyzing and evaluating those alternatives, and making sound strategic decisions.
- Emphasize the actions needed to support strategy implementation with consideration of the organization's cultural and political environments.
- Understand the importance of ethical principles in an organizational context, cultivate consideration of personal and organizational values, and foster social responsibility.

Course Description

Strategic Management provides students with the opportunity to integrate knowledge gained from previous courses from the perspective of top management. The strategic management process includes the determination of organizational mission and objectives, analysis of environment, strategy formulation and selection and implementation, evaluation and control. Readings include a text and journal and contemporary business articles that cover the theories of strategic management and issues relating to the strategic management of current organizations. Students are required to analyze real world business cases. The course emphasizes critical thinking, analysis, and effective business writing and oral presentation skills. The case analyses are to be written and presented to the class.

Course Prerequisites and Required Resources

A prior knowledge of management and business concepts is required; such knowledge should be demonstrated in courses and meaningful professional experience. To optimally participate in this course, students should be familiar with the concepts of economics, marketing, finance, organizational behavior, and accounting.

Some of the communications in this course will be via e-mail and some of the course materials will be available through the internet. Students should have such capabilities in order to fully participate in the course.

Text(s)

Required readings (see Course Schedule)

- 1) Journal and contemporary articles, and
- 2) Business cases

Recommended readings and references (see Course Schedule)

- 3) Competitive Strategy: Techniques for Analyzing Industries and Competitors by
Michael E. Porter,
- 4) Listed books, and
- 5) Library databases, books, and other resources.

Grading

The final grade in this course is based upon the grades for its individual parts.

The weights for each part are:

Class participation (includes doing the assigned readings)*	35
In-Class Case Discussion	15
Case Assignment Paper #1	20
Case Assignment Paper #2	30
Total	100

Course Requirements

In this course, students will:

Read six leading articles on strategic management;

Hear lectures on the articles, on a substantial portion of a leading text on strategic management, and on several highly relevant other books;

Actively discuss one case in class; and

Analyze, prepare, and hand in papers on two cases.

Attendance

You are expected to attend all classes to successfully complete this course.

Nevertheless, it is recognized that absences may be unavoidable due to work demands, illness, or family emergency. In this event, students are expected to inform the instructor (usually by e-mail or phone) of their absence in a timely way, preferably prior to the absence if possible, and to keep up with their readings and assignments. Absence from more than a few class sessions is detrimental to a student's ability to fully complete the course; in this event, the instructor's permission is required for satisfactory completion of the course.

Whether excused or not, excessive absences may result in a failing grade, since these signify a failure to fulfill course requirements.

Attendance (cont'd)

Class participation includes attending all classes, being on time, doing assignments, answering questions when asked, and bringing up questions to discuss. Class participants are expected to behave in a professional manner.

Classroom contribution means being involved and trying to learn and understand!

Things that take away from classroom contribution are: “sidebars” (talking to your neighbor/s when the professor is trying to teach), being rude or disrespectful to the professor or classmates (e.g., being late, speaking inappropriately to the professor or others), and lack of participation (e.g., sleeping). Furthermore, cell phones must be turned off for the duration of the class session. Students must not use their cell phones for other activities during the class session. “Other

activities” include text messaging. **ALL CELL PHONES AND OTHER ELECTRONIC DEVICES MUST BE TURNED OFF, PUT AWAY, AND NOT BE VISIBLE DURING CLASS. IN ADDITION, STUDENTS ARE NOT TO CHECK THEIR CELL PHONES DURING CLASS.**

Academic Honesty

The course has a firm policy concerning academic dishonesty that includes, but is not limited to, cheating, plagiarism, or any other action that misrepresents academic work as being one's own. Students are expected to demonstrate academic honesty in all coursework, whether completed in-class or not, individually, or as part of a group project. Violations of academic honesty include, but are not limited to, cheating and plagiarism, and any violations of this policy can result in a failing grade in the course.

Use of Student Work

Work produced by students in this course may be used for educational purposes.

It is understood that registration for and continued enrollment in this course constitute permission by the student to use his or her works for educational purposes.

If a student's work is used for educational purposes, including teaching evaluation and assessment, the work will be rendered anonymous through removal of identification of the originator of the work.

Disclaimer

Circumstances, events, or other factors may necessitate changes. This Syllabus and its accompanying Course Schedule are subject to change at the professor's sole discretion. In addition, these documents, the text book, and other course materials may contain errors or omissions that, when discovered or pointed out, will be corrected by the professor. Notwithstanding this disclaimer, students will complete the entire essential content of the course that is described herein.

COURSE SCHEDULE (Spring 2011)
Business Policy & Strategy

Session	Topic and Assigned Article Readings*	Porter**	Assignments***
April 11	Course Introduction and Structural Analysis of Industries <i>Articles: Review of Porter's Book and Porter's Five Forces model 2008</i>	Introduction and Chapter 1	
April 12	No class meeting		
April 13	Generic Competitive Strategies and Portfolio Techniques in Competitor Analysis <i>Article: Henderson's Anatomy of Competition</i> <i>Book: Morgan's Images of Organization****</i> <i>Book: Ohmae's The Mind of the Strategist****</i> Supplemental presentation: <i>GE and McKinsey Matrix</i>	Chapter 2 and Appendix A	

COURSE SCHEDULE (Spring 2011)
Business Policy & Strategy

April 18	Capacity Expansion Article: Hambrick & Fredrickson's <i>Are You Sure You Have a Strategy?</i> Book: Christensen et al's <i>Seeing What's Next</i> **** Book: Moore's <i>Crossing the Chasm</i> ****	Chapter 15	
April 19	Entry into New Businesses Article: McDonough et al's <i>Integrating Innovation Style and Knowledge into Strategy</i> Book: Kelley's <i>The Ten Faces of Innovation</i> ****	Chapter 16	
April 20	In-Class Case Discussion		Porsche
May - TBD	Case Paper due via e-mail		DeBeers
June - TBD	Case Paper due via e-mail		CEMEX

REQUIRED READINGS: ARTICLES

Porter's Five Forces Model 2008: Michael E. Porter. The Five Competitive Forces that Shape Strategy, *Harvard Business Review*; 2008; pg. 79.

Henderson's Anatomy of Competition: Bruce D. Henderson. **The Anatomy of Competition**, *Journal of Marketing*; Spring 1983; 47, 2; pg. 7.

Levitt's Marketing Myopia: Theodore Levitt. Marketing Myopia, *Harvard Business Review*; -August 2004; pg. 138. [This citation is to a republication under the title "Best of HBR" of Levitt's article, which was originally published in 1960.]

Insinga & Werle's Linking Outsourcing to Business Strategy: Richard C. Insinga & Michael J. Werle. Linking Outsourcing to Business Strategy, *Academy of Management Executive*; November 2000; 14, 4; p. 58.

Hambrick & Fredrickson's Are You Sure You Have a Strategy?: Donald C Hambrick; James W Fredrickson. you sure you have a strategy? *The Academy of Management Executive*; Nov 2001; 15, 4; pg. 48.

McDonough et al's Integrating Innovation Style and Knowledge into Strategy: Edward F. McDonough III, Michael H. Zack, Hsing-Er Lin and Iris Berdrow. Innovation Style and Knowledge into Strategy, *MIT Sloan Management Review*; Fall 2008; 50, 1; pg. 53.

SUPPLEMENTAL READINGS: ARTICLES AND BOOKS

[Note: The professor will present and discuss portions of these articles and books in class. Students are not required to read these articles and books. The articles will be provided, but students are not required to acquire the books.]

Articles

Review of Porter's Book: Bruce D Henderson & Don Collier. Book review on Competitive Strategy, *Journal of Business Strategy*; Spring 1981; 1, 4; pg. 84.

Barney's Firm Boundaries: Jay B Barney. a firm's capabilities affect boundary decisions, *Sloan Management Review*; Spring 1999; 40, 3; pg. 137.

Coase's New Economics: Ronald Coase. The New Institutional Economics, *The American Economic Review*; May 1998; 88, 2; pg. 72.

Books

Michael E. Porter. **Competitive Strategy: Techniques for Analyzing Industries and Competitors.** New York, NY: The Free Press, 1998.

Gareth Morgan. **Images of Organization.** 2nd Edition. Thousand Oaks, CA: Sage Publications, 1997.

Kenichi Ohmae. **The Mind of the Strategist: The Art of Japanese Business.** New York, NY: McGraw-Hill, Inc., 1982.

Thomas C. Schelling. **The Strategy of Conflict.** Oxford: Oxford University Press, 1971.

Sun Tzu. **The Art of War.** Translated by Lionel Giles in 1910. St. Petersburg, FL: Red and Black Publishers, 2010.

James R. Bright. **Practical Technology Forecasting.** Austin, TX: Technology Futures, Inc., 1998.

Michael E. Porter. **The Competitive Advantage of Nations.** New York: The Free Press, 1990.

Geoffrey A. Moore. **Crossing the Chasm.** New York, NY: HarperCollins Publishers, Inc., 2002.

Tom Kelley with Jonathan Littman. **The Ten Faces of Innovation.** New York: Doubleday, 2005.

Clayton M. Christensen, Scott D. Anthony, & Erik A. Roth. **Seeing What's Next.** Boston, MA: Harvard Business School Press, 2004.