



Cedar Crest College      BUA 352-70      Spring 10

Professor: Arlene Peltola  
E-mail [ampeltol@cedarcrest.edu](mailto:ampeltol@cedarcrest.edu)  
Office location: Curtis Hall 220  
610 606 4666 x3753  
Office hours: Wed 2:00-4:00, on-line and by Appointment  
**HBB 8 Wednesdays 7- 9:30**

**Required Text:** *Strategic Management and Competitive Advantage* Concepts 3rd Edition  
Jay B. Barney and William S. Hesterly  
Pearson Prentice Hall  
ISBN # 978 013 609458 6

**Required Literature:** Kindly self subscribe: The Wall Street Journal ([www.wsj.com/student](http://www.wsj.com/student)) In addition, Students should purchase the assigned Harvard Business Review articles.

**Course Description:** A 3-credit interdisciplinary capstone approach to understanding business strategy and planning including; the importance of the mission statement, tools to complete an external and internal environmental scan, business level strategies, corporate strategies and how to prepare and present a comprehensive business plan. This course will explore the separate business functions and how they interrelate for business success and will draw heavily on the student's cumulative knowledge in the Cedar Crest business curriculum.

**Objectives:** The overall goal is to develop the student's holistic understanding of business by writing and presenting a comprehensive business plan. Specific objectives are:

- View the firm holistically with the purpose of analyzing its past, present and future states
- Discriminate among the types of data that general managers and leaders need to evaluate business scenarios
- Develop and apply persuasive logic to business problems and outcomes
- Provide a conceptual framework for identifying, evaluating and formulating strategies
- Convey a solid understanding of the formal Business Plan and the Strategic Management Process
- Collaborate as a team utilizing advisors and other expert external sources

**Methods:** Lecture/In- depth discussion of text, readings/small group assignments and discussions, Presentation of Business Plan. *Students must prepare thoroughly for every class as we will look to include a rich diversity of thought to bear on our assignments.* Using the library as a resource will be necessary to stay abreast of recent publications and add value to your Business Plan. On-line web site and Wall Street Journal review is required for discussion regarding companies and brands. Each student will be subscribed to the Wall Street Journal (WSJ) and come prepared to discuss articles relevant to your industry, company and general strategic learning. Each Business Plan Team will have 1 to 2 advisors to serve as expert consultants. Occasionally, there will be in-class sessions to meet with your group or advisors to progress your plan.

**Attendance:** Attendance is critical to your success in this course. Students are expected to attend and fully participate in class. In the event that you miss a lecture, it is the student's responsibility to make up work. If an assignment is due the day of the absence, the due date does not change. If you miss more than two

classes, you may fail the class. Excused absences are only those that have a submitted doctor's note. Excused absences count as half an absence. Appropriate classroom behavior is implicit in the Cedar Crest College Honor Code (Cedar Crest College Catalog, page 29). Kindly turn off all cell phones prior to the start of class. I will keep my cell phone turned on in case we receive an E2 emergency call.

### **Honor Philosophy**

"The Cedar Crest Honor Philosophy states that students uphold community standards for academic and social behavior in order to preserve a learning environment dedicated to personal and academic excellence. Individuals who accept the honor of membership in the Cedar Crest College community of scholars pledge to accept responsibility for their actions and the effect their actions may have on other members of the College Community." (Cedar Crest College Catalog, p 28)

### **Academic Dishonesty**

Whether "deliberate or accidental, academic dishonesty is a serious academic offense and a violation of the spirit of the Cedar Crest Honor Code." (Cedar Crest College Catalog, p 28)

### **Students with Documented Disabilities**

Students with documented disabilities who may need academic accommodations should discuss these needs with the professor during the first two weeks of class. Students with disabilities who wish to request accommodations should contact the Advising Center.

### **Late submissions of assignments**

Students are expected to submit all assignments on the assigned due date. Students who are absent from class are still responsible for timely submission of assignments. Late submissions will earn half credit if submitted within a week of the assignment, beyond that, assignments earn 0 credit.

### **Team Presentations and Peer Review**

Each student is expected to make team presentations. Presentation aids may be used and these aids may be technological or conventional (hand outs, posters, etc.) Peer review involves reviewing the work and contributions of those in your assigned group as well as your classmates as a whole. My expectation of each team is to conduct itself such that there is the utmost respect for each other's contributions and work and to strive for the team's best work.

**Evaluation:** Grades will be determined based on the following:

Grade Distribution

Discussion Preparedness/Caliber of Contribution*	20%
Mid Term	15%
Final	15%
WSJ/ HBR Discussions	20%
The Business Plan**	30%

\*Details on Discussion Preparedness appear below the Class Schedule

\*\*Outline of the Business Plan appears below Discussion Preparedness.

### **Grade Assignment**

93% - 100%+	A
90% - 92%	A-
87% - 89%	B+
83% - 86%	B
80% - 82%	B-
77% - 79%	C+
73% - 76%	C
70% - 72%	C-
67% - 69%	D+
60% - 66%	D
Below 60%	F

**Assignments:** Senior Seminar will be divided into teams that will work together for the entirety of the semester. By the end of Class 1 (1/20/10), each team will have chosen a company for their Business Plan. The Business Plan will follow a structure provided in this syllabus. As we progress, portions of your Business Plan will be discussed with your advisors and in class. Advisors are invaluable resources to help assure a solid progress in senior seminar. Your advisors will sign your business plan directly before the presentation and evaluate you and your team at the end of the course. The advisors along with Business Department Faculty will be invited to the final Presentation of the Plan. See Student/Advisor Value/Interaction which appears at the end of this document. Harvard Business Review (HBR) readings are required to supplement the text and focus learning. Teams will informally discuss WSJ/HBR articles in class on a regular basis. Two exams are scheduled. If you receive bonus points on an exam, it is your responsibility to write your points on the face of the exam before you hand it in. If you do not, you forfeit your points.

### **Class Schedule**

#### **Date**

**Jan 20**

Introductions/ Course Objectives  
Course Assignments and Expectations  
Class Participation- Caliber of Comments  
Wall Street Journal (WSJ) Review  
Library Resources beyond Google  
Lecture Chapter 1: “What is Strategy and The Strategic Management Process?”  
Team Collaboration- Best Practices  
Group Membership Determination  
Group Business Determination  
Ice breakers- “Personal Qualities, Personal Influences”

#### **Assignment/Reading**

Chapter 1: “What is Strategy and the Strategic Management Process?”  
Chapter 2: “External Environment”  
HBR article; “How to write a Great Business Plan”  
WSJ article summary  
Web research, phone or email request published financials for your company  
Begin a comprehensive research study of your company and its industry

**Jan 27**

Library Visitation 7 p.m. Meet at Cressman at 7 pm sharp.  
Chapter 2: “External Environment”  
In class discussion “How to write a Great Business Plan”  
WSJ video  
WSJ article team discussion  
Business Plan Timeline  
Sample Business Plans by Student Teams

#### **Assignment/Reading**

Contact Advisors; Invite them to your presentation  
HBR article; “Building a Business Model and Strategy; How they work Together”  
Interview or study Leaders at your Company (CEO, CMO, Director of Sales etc.)  
Outline the industry and external environment for your company- Publish to Professor  
Read Chapter 3 “Internal Capabilities”

**Feb 3**

Hershey’s Team Presentation; The Plan and the Process  
Chapter 3: “Internal Capabilities”  
In class discussion “Building a Business Model”  
WSJ Team Presentation  
Financial Template in Webliography  
***In-class Discussion of External Environment***

**Assignment/Reading**

WSJ article summary

HBR article “Marketing Strategy: How it Fits with Business Strategy”

Review the advertising and/or PR at your Company

Determine their advertising and or PR agency

Meet with advisors (Advisor Night in class 9/16) to review Business Plan Outline and timeline, provide them an Industry summary chart

Chapter 4 “Cost Leadership”

**Feb 10**

***Advisor Night***

Chapter 4 “Cost Leadership”

Sample Business Plans from Former Students

HBR “Marketing Strategy: How it Fits with Business Strategy”

WSJ article team discussion

In-class collaboration

**Assignment/Reading**

Chapter 5 Product Differentiation

WSJ article for team presentation

Begin writing your Mktg Strategy

**Feb 17**

Chapter 5 “Product Differentiation”

Exam Expectations

WSJ article team discussion

Group Project Check Point-10 minute updates to Professor

**Assignment/Reading**

Study Chapters 1-5, Review articles

Read Chapter 6 Vertical Integration

**Feb 24**

Chapter 6 “Vertical Integration”

Exam One 60 minutes Chapters 1-5

**Assignment/Reading**

WSJ article summary

HBR article “Core Competencies of the Corporation”

Write the one-pager on the Core Competency of your company

Read Chapter 7 Corporate Diversification

**Mar 3**

Exam One Review

Chapter 7 “Corporate Diversification”

WSJ team discussion

HBR “Core Competencies” discussion

***In-class Discussion of Core Competency***

Group Project In class collaboration

**Assignment/Reading**

Revise the Marketing Strategy at your Company

Write the one-pager on the Marketing Strategy of your company

Read Chapter 7 Corporate Diversification

**Mar 10**

**No Class- Spring Break**

**Mar 17** Chapter 8 “Organizing to Implement Corporate Diversification”  
*In-class Discussion of Marketing Strategy*  
 WSJ Team Presentation  
 Group Collaboration Time

**Assignments/Readings**

Read Chapters 9 and 10  
 WSJ article summary  
 Outline the Financials of your Company  
 Write the one-pager of the Competitive Advantage of your company  
 Read HBR “Writing A Business Plan; The Basics”

**Mar 24** Chapter 9 “Strategic Alliances”  
 Read HBR “Writing a Business Plan; The Basics”  
*In class discussion Competitive Advantage*

**Assignment/Readings**

Review Chapters 6-10, articles  
 Outline the Executive Summary of your Company- publish to advisors  
 Read “Restoring American Competitiveness” and Women and the Labyrinth of Leadership”

**Mar 31** Chapter 10 Mergers and Acquisitions  
 WSJ articles- last presentations  
 Plan on a Page  
 Appendix A: Understanding Financial Statements  
 Team Evaluation Forms Distributed  
 In class discussion of; “Restoring American Competitiveness” and Women and the Labyrinth of Leadership”  
 Exam Two Expectations

**Assignments/Readings**

Final preparation Business Plan, Publish Final Plan to advisors, meet with advisors for signatures

**Apr 7** Exam 2  
 Senior Exit Survey

**Apr 14** NO CLASS - Plan Finalization/ Team Rehearsals

**Apr 21** **Business Plan Presentations**

**Apr 28** **Business Plan Presentations**  
 Sr Seminar Disorientation

***Discussion Preparedness***

Grade	Criteria
A	<ul style="list-style-type: none"> <li>• Demonstrates excellent preparation; shows evidence of having identified, analyzed, and responded to the key issues raised in the readings.</li> <li>• Volunteers contributions to discussions which reflect a systematic effort to utilize the ideas, interpretations and information presented in the readings as an opportunity to raise ideas and questions that go beyond those found in the readings.</li> <li>• Demonstrates an active level of engagement.</li> </ul>

	<ul style="list-style-type: none"> <li>• • 2 absence max</li> </ul>
B	<ul style="list-style-type: none"> <li>• Demonstrates good preparation; shows evidence of having identified and analyzed the key issues raised in the readings.</li> <li>• Volunteers contributions to discussions which reflect a systematic effort to draw upon and apply the ideas, interpretations, and information presented in the readings.</li> <li>• Demonstrates a conscientious level of engagement.</li> <li>• • 4 absence max</li> </ul>
C	<ul style="list-style-type: none"> <li>• Demonstrates adequate preparation; shows familiarity with the key issues raised in the readings.</li> <li>• Typically does not volunteer contributions to discussions, but will contribute when called upon; contributions do not consistently draw upon or reference the ideas, interpretations and information presented in the readings.</li> <li>• Demonstrates a sporadic level of engagement.</li> </ul>
D	<ul style="list-style-type: none"> <li>• Demonstrates minimal preparation; shows familiarity with few of the key issues raised in the readings.</li> <li>• Does not volunteer contributions to discussion and has little to say when called on; contributions do not reference the ideas, interpretations or information presented in the readings.</li> <li>• Demonstrates a superficial level of engagement.</li> </ul>
F	<ul style="list-style-type: none"> <li>• Demonstrates little preparation; shows no evidence of having read the material</li> <li>• Does not volunteer contributions to discussion, does not respond when called on.</li> <li>• Demonstrates virtually no level of engagement, frequently absent from class.</li> </ul>

### **Business Plan Presentation**

Each team will present their business plan to the class. Presentations should be 30 minutes in length. Presentation should cover all of the functional areas of the business plan. The presentation should make a persuasive argument for implementing their strategic recommendations based on the company's competitive advantage.

You must site your sources using APA and include at least 3 industry or popular sources and 3 scholarly sources. Written Plans must have a "Works Cited" section with a separate section for Popular and Scholarly sources.. The written plans are due electronically to instructor the day before your presentation. The written plan is due the day of the presentation.

#### ***Business Plan Outline***

- Executive Summary
  - Key Messages, a one page summary of your key points
- Company Description
  - Mission
  - Strategic Focus and Plan – Core Competency, Sustainable Competitive Advantage, Goals, Global Perspective
  - The Team: Top Management, Leadership Style & Culture
- Situation Analysis
  - Company Analysis- Operations, Production, Technology, Customers
  - External Scan, Trends
  - SWOT
  - Competitive Set Diagram
- Marketing Strategy
  - Target Market

- Sustainable or Temporary Competitive Advantage
- Positioning vis a vie the Competitive Set
- Products: Innovation Potential
- Promotions
- Distribution
- Pricing
- Financials
  - Financial Information; Historical and Three Year Proforma
    - Income Statement
    - Balance Sheet, Ratios
    - Cash Flow
    - Narrative explaining the trends and issues
  - Financials must be common sized
- Recommendations
  - Specific, measurable, attainable, realistic and time bound recommendations
  - Implementation timeline
- Exhibits
  - Plan on a Page
  - Detail information in chart format
  - Works Cited

### ***Student/Advisors Value and Interaction***

You will have two advisors; one industry expert and one Business faculty member. These professionals come to you from diverse academic and career backgrounds. Develop a good working relationship with them. Use this resource by leveraging their knowledge to help you problem solve and to think critically. You will be evaluated by your advisor team at the end of the semester. You will need their signatures on the business plan before you submit the final document.

Each student team will introduce themselves to the advisors by e-mail. You will define your tenure at Cedar Crest, identify this capstone course as the reason you are contacting them and unfold the name of the company you are working on. You may provide them any summary information you have on the company at that point (an industry chart is advised) along with your timeline. From time to time in the semester, students will ask the advisors to review a strategic thinking so that they can add value on specific points the team is considering as key to the Plan. Advisors will not do the work of the Plan. They will simply point you in the right direction to find your answers and stimulate your thinking. They will add their perspective. If they are able, they will meet with you face to face. You will invite them to the final presentation of the Business Plan.

The plans will be graded on the following factors (10% per factor):

- The level of analysis apparent
- Use and depth of research
- Ability to relate strategic theory to your company's real situation
- Incorporation of current events and business issues into the plan
- Clarity of the competitive advantage
- Quality and feasibility of your recommendations
- Evidence of group cohesiveness
- Ability to communicate clearly
- Strength of the Overall Strategic Plan
- Advisor feedback

