



Tuesday, 18 September 2007

SUBJECT: Programme Syllabus and Schedule for
BUSINESS POLICY

Dear Students,

Attached you will find the Syllabus and Schedule for the BUSINESS POLICY Course. Please note the dates for the class courses and those for the projects and the final exam.

I wish you a lot of success with the studies!

yours sincerely

Sprint! Marketing and Management Consulting

Anduena Stephan
Executive Partner

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Course: Business Policy (4 credit hours) **MGT-781214R**

Professor: Anduena Stephan

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Course Purpose

The course focuses on strategy and “managing for success” emphasizing the need to formulate plans for the enterprise as a whole and manage strategically from a whole systems perspective. Through investment case analysis, students will have the opportunity to integrate concepts from previous courses and simulate the tasks a general manager performs. There are four major topic areas that will be explored in this course.

1. assessing the vision, mission, and objectives of the strategy managers have in an organization;
2. strategic analysis and diagnosis of environmental and internal strengths and weaknesses;
3. formulating several strategic options and presenting evidence for choosing a preferred strategy;
4. presenting a well detailed plan for implementation, control, and evaluation of the chosen strategy.

Required Textbook

Strategic Management: Concepts and Cases, 13th edition by
Arthur A. Thompson Jr. and A.J. Strickland III

Course Objectives:

Upon successful completion of this course, students should be able to:

1. **Size up quickly and accurately the company situation** presented by identifying the specific core problems and/or issues. This includes evaluating management’s strategy in relationship to the surrounding environment, social expectations, government regulations and the financial position of the overall organization or the strategic business unit.
2. **Isolate and analyze relevant facts** to identify opportunities and threats in the environment, as well as strengths and weaknesses of the organization. This is done to appraise managerial behavior and/or prepare a situation audit useful in formulating, implementing, and evaluating various strategies.

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3. **Identify strategies that are appropriate to each situation.** The process includes evaluation of alternatives in terms of all relevant criteria; top-management values; society expectations; internal financial, production, and technical capabilities.
4. **Recommend specific courses of action in terms of appropriate, detailed strategies and plans.** The recommendations take into account organizational development and changes, financial requirements and implications, timing of production adjustments, capital budgeting allocations, personnel relations, human resource requirements, changes in marketing tactics etc.
5. **Use sharpened analytical skills** required in the several functional areas (finance, accounting, production, marketing, operations research, information systems, human resources) in dealing with problems of the total organization. These skills integrate the knowledge a student has gathered so that she or he can deal with a total enterprise within a legal, economic, political, and environmental context.
6. **Link theory and practice by developing an understanding of various management tools,** their benefits and their limitations, and by applying this understanding to particular problem-solving business situations. Within strategic management decision makers can use a variety of tools: the student's ability to choose the most appropriate tools for analysis in a given situation, and to accurately determine how far to employ them in a marketable skill.
7. **Use appropriate research tools** (i.e. online, using reference books, consulting applicable business journals and publications) in order to gather the necessary information about a company or organization
8. **Prepare written analysis** of research work. This activity presents an opportunity for students to improve their organization, synthesis, and writing and communications skills.

Course Requirements

Participation: 100% Participation is obligatory to this course.

Research work and the Structure

The Students shall take over a research work that will cover all the theoretical material. Through staged presentations, the students will present to the lecturer the results of their work while relating to the studied material. The presentations shall be accompanied by intensive discussions with lecturer so that aggregated knowledge is reinforced.

Grading Criteria for Class Participation – Research Work and Presentation

Reasonableness of Decision	10%
Clarity of content presented	15%

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Depth of content presented	15%
Oral presentation (see also grading for oral presentation)	40%
Class Participation – appropriate content, amount of participation	20%
TOTAL	100%

Examinations:

There will be no final exam on the course. The students shall present to the lecturer the project and the mark shall be communicated after the presentation.

Grading criteria for assessment:

Clear demonstration of knowledge of key issues	20%
Valid arguments; appropriate supportive detail	20%
Appropriate analysis, evaluation and synthesis	20%
Demonstrated ability to employ terms, concepts and frames of reference from texts, lectures and other course materials	20%
Proper organization and logical flow of response	20%
TOTAL	100%

UNYT Grading Scale:

Grading Scale	96-100 A	90-95 A-	87-89 B+
	83-86 B	80-82 B-	77-79 C+
	73-76 C	70-72 C-	67-69 D+
	63-66 D	60-62 D-	0-59 F

Technology Expectations:

Assignments are to be word-processed.

Summary of Individual and Group Case Study Presentations need to be in Power Point.

Students must keep copies of any assignments and/or projects sent by e-mail.

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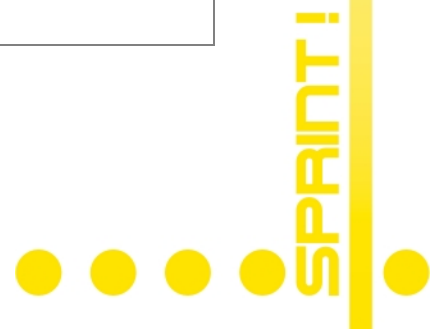


COURSE SCHEDULE:

Class / Session	CHAPTER	TOPIC	Assignment / Homework
18.10.2007 at 15:00 (joint class with HRM first two hrs.)		Introduction to Course and Programme	Describing the assignment
19.10.2007 15:00-17:00		Analysing and Preparing the assignment	
14.11.2007 15:00-18:00	<u>Chapter 1</u>	<u>The Strategic Management Process: An Overview</u>	Pre-reading for the development of Part One of the Research Industry and Peer Analysis
	Chapter 2	Establishing Company Direction: Developing a Strategic Vision, Setting Objectives, and Crafting a Strategy	
	Chapter 3	Industry and Competitive Analysis	
	Chapter 4	Evaluating Company Resources and Competitive Capabilities	
	Chapter 5	Strategy and Competitive Advantage	
30.11.2007 15:00-18:00	Chapter 6	Strategies for Competing in Globalizing Markets	Pre reading for Part Two of the Research: Positioning a Start up Product
	Chapter 7	Business Models and Strategies in the Internet Era	
	Chapter 8	Tailoring Strategy to Fit Specific Industry and Company Situations	
	Chapter 9	Strategy and Competitive Advantage in Diversified	

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		Companies	
	Chapter 10	Evaluating the Strategies of Diversified Companies	
11.01.2008 15:00-18:00	Chapter 11	Implementing and Executing Strategy: Building Resource Capabilities and Structuring the Organization	Pre reading for Part Three of the Research: Creating the organisational, financial, legal structure of the set up
	Chapter 12	Implementing and Executing Strategy: Budgets, Policies, Best Practices, Support Systems, and Rewards	
	Chapter 13	Implementing and Executing Strategy: Culture and Leadership	
25.01.2008 15:00-18:00	All Chapters	Final Review	Final Draft Report and Presentation of Research
8.02.2008 9:00 (two hrs presentation)		Launching the Product – Approaching investors for financing and sponsoring of project. Strategies - Results	FINAL Project Work

Additional Reading:

Exploring Corporate Strategy, 4th Edition, Gerry Johnson, Kevan Scholes published by Prentice Hill

Electronic resources

The following general Internet World Wide Web resources may be of use to you in the course. Please be aware that Web addresses may change from time to time.

Barron's Online

<http://www.barrons.com>

BRINT – Business Researcher's Website

<http://www.brint.com>

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Bureau of Economic Analysis

<http://www.bea.gov>

Business Week Online

<http://www.businessweek.com>

To Students: If you feel that you have special learning difficulties, please arrange an appointment with Ms. A. Gramo, she is trained to help students with learning difficulties. Ms. A. Gramo will provide this service to our students just as it is offered in all American universities.

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