Course: Business Strategy, BUS 441.01  
Semester: Spring 2014  
Instructor: Robert E. Ettl  
Instructor contact information: E-Mail: Robert.ettl@stonybrook.edu  
Tel. No. (631) 632-1696  
Office Hours: Monday & Wednesday 12:00 –2:00, Harriman Hall room 314B  
Meeting time: Tuesday & Thursday 4:00 – 5:20, room 111

COURSE DESCRIPTION:

This course incorporates the functions of the chief executive officer and his/her staff whose major responsibility it is to direct and lead a total enterprise. It addresses the major concerns of top-level decision makers, their development of policies and the implementation of corporate, line of business/strategic business unit (LOB/SBU), functional and operational strategies.

TEXTS: There is no required text. The instructor will provide all reading assignments.

STUDENT LEARNING OUTCOMES:

Critical thinking:

1. to understand techniques for developing generic business strategies;

2. to understand techniques for performing a strategic competitive analysis and building competitive advantages;

3. to understand techniques for analyzing and implementing business strategies

Business knowledge:

1. to assist students in understanding how to relate this knowledge to their environment as a business manager;
2. to help students understand the executive position with its roles and responsibilities and understand how these responsibilities fit into the larger picture of a total business enterprise;

3. to integrate what the students have learned from other business courses into an overall approach to strategic management

Ethical reasoning:

1. to incorporate ethical and legal considerations into the strategy decision making process and understand the potential penalties for not doing so

**CLASSROOM PHILOSOPHY:**

It is my intent to totally involve the students in the learning process and let them discover the impact of strategic business practices on domestic and global operations. Student participation in classroom discussions will be paramount in all my activities. Only by open and honest dialog and sharing of ideas can we learn to respect and appreciate each other’s views.

All content discussed in class will be applicable to real life business situations.

The lecture is the core upon which the course material is built. It is my option how to edit the material to best meet the needs of the students and the course objectives. Sources of information will include professional experience, trade journals, business consultant reports, other books, government publications etc.

**STUDENT GRADES:**

The grades will be determined in the following manner:

Test # 1……………………………………30 points  
Test # 2……………………………………30 points  
Test # 3……………………………………35 points  
Attendance………………………………..5 points  

TOTAL……………………………………100 points
GRADE DISTRIBUTION IS AS FOLLOWS:

A…..96-100
A-…..92-95
B+…88-91
B…..84-87
B-….80-83
C+…76-79
C…..72-75
C-….68-71
D+…64-67
D…..60-63
F…..Below 60

The instructor is available for extra help throughout the semester. Please take advantage of this opportunity as early and frequently as necessary. **THERE WILL BE NO ASSIGNMENTS FOR EXTRA CREDIT.**

ATTENDANCE AND LATENESS:

Students are expected to attend class and be on time. Attendance will be taken at the beginning of each class. Since this is a 3-credit course you are allowed a maximum of three absences. Two late arrivals will equal one absence. **IT IS YOUR RESPONSIBILITY TO INSURE YOUR ATTENDANCE IS RECORDED PROPERLY IF YOU ARRIVE LATE FOR CLASS.**

ACADEMIC INTEGRITY:

Each student must pursue his or her academic goals honestly and be personally accountable for all submitted work. Representing another person's work as your own is always wrong. Faculty is required to report any suspected instances of academic dishonesty to the Academic Judiciary. For more comprehensive information on academic integrity, including categories of academic dishonesty please refer to the academic judiciary website at [http://www.stonybrook.edu/uaa/academicjudiciary/](http://www.stonybrook.edu/uaa/academicjudiciary/)

ACADEMIC DISHONESTY:

The College of Business regards any act of academic dishonesty as a major violation punishable by severe penalties, including dismissal from the University. University
policy requires that instructors and GAs and TAs report all suspected cases of academic dishonesty to the appropriate Academic Judiciary Committee, which is empowered to take strong action against violators. Under no circumstances will the College of Business permit cheating of any kind. Many activities constitute academic dishonesty. The following list is not inclusive, only suggestive:

- Cheating on exams or assignments by the use of books, electronic devices, notes, or other aids when these are not permitted, or by copying from another student.
- Collusion: two or more students helping one another on an exam or assignment when it is not permitted.
- Ringers: taking an exam for someone else, or permitting someone else to take one's exam. Submitting the same paper in more than one course without permission of the instructors.
- Plagiarizing: copying someone else's writing or paraphrasing it too closely, even if it constitutes only some of your written assignment.
- Submitting the same paper in more than one course without approval of the instructors.
- Falsifying documents or records related to credit, grades, status (e.g., adds and drops, P/NC grading), or other academic matters.
- Altering an exam or paper after it has been graded in order to request a grade change.
- Stealing, concealing, destroying, or inappropriately modifying classroom or other instructional material, such as posted exams, library materials, laboratory supplies, or computer programs.
- Preventing relevant material from being subjected to academic evaluation.

**AMERICANS WITH DISABILITIES ACT:**

If you have a physical, psychological, medical, or learning disability that may impact your course work, please contact Disability Support Services at (631) 632-6748. They will determine with you what accommodations are necessary and appropriate. All information and documentation is confidential. Students who require assistance during emergency evacuation are encouraged to discuss their needs with their professors and Disability Support Services. For procedures and information go to the following website:


**CRITICAL INCIDENT MANAGEMENT:**

Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of University Community Standards any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students'
ability to learn. Faculty in the HSC Schools and the School of Medicine are required to follow their school-specific procedures. Further information about most academic matters can be found in the Undergraduate Bulletin, the Undergraduate Class Schedule, and the Faculty-Employee Handbook.

**BLACKBOARD:**

You can access class information on-line at: [http://blackboard.sunysb.edu](http://blackboard.sunysb.edu). If you have used Stony Brook's Blackboard system previously, your login information (Username and Password) has not changed. If you have never used Stony Brook's Blackboard system, your initial password is your SOLAR ID# and your username is the same as your Stony Brook (sparky) username, which is generally your first initial and the first 7 letters of your last name.

If you are having trouble logging into Blackboard, you will need to log into SOLAR to verify your Net ID username & set your Net ID Security Question and Password. For more information, visit: [http://clientsupport.stonybrook.edu/](http://clientsupport.stonybrook.edu/)

If you are a student and continue to have a problem logging into Blackboard, you will need to bring photo ID to either the Melville Library SINC Site Room S1460 or the Union SINC Site Room 080 and speak to a Blackboard Administrator from Saturday - Friday from 9 am - 5 pm.
CLASS SCHEDULE:

1/28 Introduction to the Course and syllabus discussion
1/30 Characteristics of well run companies
2/4 Characteristics continued
2/6 Components of Strategic Management
2/11 Components cont’d.
2/13 Components cont’d.
2/18 Components cont’d.
2/20 Test # 1
2/25 Internal and External Environments
2/27 Environments cont’d.
3/4 Environments cont’d.
3/6 Environments cont’d.
3/11 Environments cont’d.
3/13 Industry specific model
3/18 & 3/20 Spring Break
3/25 test # 2
3/27 Industry Model cont’d
4/1 Industry Model cont’d.
4/3  Company specific model
4/8  Company model cont’d.
4/10 Company model cont’d
4/15 Diversification
4/17 Diversification cont’d.
4/22 Generic strategies
4/24 Generic cont’d
4/29 test # 3
5/1 Generic cont’d.
5/6 Generic strategies cont’d.
5/8 Offensive strategies

Test dates are tentative and subject to change depending on the pace of the class as we cover the material.