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Strategic Management

Syllabus: BUSN 7204X

**Brooklyn College
School of Business
Graduate Program**

professorbassell.com



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- ❖ Course Website: www.professorbassell.com



❖ Textbook Required

Strategic Management

Text & Cases
 By Dess, Lumpkin, and Eisner
 5th edition (Copyright 2010)
 McGraw Hill Publishers
 ISBN: 978-0-07-353041-3

❖ Suggested Reading

- *Harvard Business Review*
- *Strategic Management Journal*
- *Business Week*
- *Wall Street Journal*



❖ Course Overview

This graduate level **strategic management** course requires students to a) create, b) evaluate, c) analyze, d) apply, e) understand, and f) remember information regarding strategic management. We will explore in detail 3 **Learning Modules**:

1) Strategic Analysis, 2) Strategy Formulation, and 3) Strategic Implementation.

S.W.O.T., B.C.G., 5 Forces and other strategic analysis models are examined. Cost leadership, differentiation, diversification, and other strategies are discussed. Students will demonstrate an understanding of course concepts and the ability to apply the concepts by analyzing and evaluating **case studies** of real companies such as McDonalds, Procter & Gamble, Pixar, Johnson & Johnson, Mattel, Apple, and General Motors. Students are required to i) evaluate the case scenarios, ii) apply course concepts, iii) formulate solutions, iv) make recommendations, v) justify their position, and vi) create a plan for next steps.

The course uses technology to create an engaging and interactive learning community that is supportive, relevant, practical, insightful, and meaningful. Discussion boards on BlackBoard are used in our course to share information, apply concepts, draw conclusions, and have discussions about important strategic management topics and case studies.

❖ Grade Components

Exam 1	40%	Chapters 1-6	Brooklyn College	January 13 th
Case Studies	30%			
Discussion Board Cases	15%			
Exam 2	15%	Chapters 1–12	Brooklyn College	January 23 rd

❖ Learning Outcomes

This graduate level Strategic Management course requires students to a) create, b) evaluate, c) analyze, d) apply, e) understand, and f) remember information regarding **Strategic Management**. At the conclusion of the course, students should be able to:

Create an organizational vision, mission statement, strategy, and structure.

Evaluate

- market attractiveness using Porter's Five Forces Model,
- the financial performance of a firm, and
- leadership effectiveness.

Analyze, compare, and contrast

- strategic analysis, formulation, and implementation
- the impact of industry life cycle stages on strategy formulation,
- the factors impacting a nation's competitiveness,
- organizational structures, and
- types of innovation and entrepreneurial orientations.

Apply, illustrate, and implement

- S.W.O.T. analysis,
- strategies and tactics, and
- organizational designs.

Understand and discuss

- the role of corporate governance and stakeholder management,
- sources of sustainable competitive advantage,
- human capital and intellectual property rights,
- related and unrelated diversification,
- modes of entry into global markets,
- entrepreneurial strategy and competitive dynamics,
- strategic and behavioral control,
- learning and ethical organizations, and
- how to conduct a case analysis.

Remember, explain, and contrast **Strategic Management** concepts, terms, and definitions

This syllabus is subject to change as necessary. All assignments are based on case studies.

Assignments are due on BlackBoard at 10pm. **Late assignments will not be accepted.**

We will explore in detail 3 **Learning Modules**:

- 1) Strategic Analysis, Chapters 1 - 4
- 2) Strategy Formulation, and Chapters 5 - 8
- 3) Strategic Implementation. Chapters 9 - 12.

ASSIGNMENT SCHEDULE

Week	Date	Due @ 10pm	Required Reading Assignments
1	Jan 2 Wed	HW # 1	Chapter 1 Creating Competitive Advantages
	Jan 3 Thurs	HW # 2	Chapter 2 Analyzing the External Environment
	Jan 4 Fri	HW # 3	Chapter 3 Analyzing the Internal Environment
2	Jan 6 Sun	HW # 4	Chapter 4 Recognizing a Firm's Intellectual Assets
	Jan 7 Mon	HW # 5	Chapter 5 Business Level Strategy
	Jan 9 Wed	HW # 6	Chapter 6 Corporate Level Strategy
	Jan 11 Fri	HW # 7	Chapter 7 International Strategy
3	Jan 13 Sun	Exam 1	Chapters 1-6 Brooklyn College
	Jan 14 Mon	HW # 8	Chapter 8 Entrepreneurial Strategy
	Jan 16 Wed	HW # 9	Chapter 9 Strategic Control and Corporate Governance
	Jan 18 Fri	HW # 10	Chapter 10 Creating Effective Organizational Designs
4	Jan 20 Sun	HW # 11	Chapter 11 Strategic Leadership
	Jan 21 Mon	XXXX	Martin Luther King Day – College Closed
	Jan 22 Tues	HW # 12	Chapter 12 Managing Innovation
	Jan 23 Wed	Exam 2	Chapters 1 – 12 Brooklyn College

For all assignments you must:

- + demonstrate your understanding by accurately explaining the relevant concepts,
- + draw conclusions,
- + demonstrate superior critical thinking skills,
- + apply the chapter concepts to the scenario correctly,
- + include facts from the scenario to support your position,
- + formulate solutions and make a recommendation regarding next steps.

You must use the facts in the case and the concepts in the book to draw conclusions, formulate solutions, and make recommendations. Students must demonstrate the ability to create, evaluate, analyze, apply, understand, and remember information regarding **Strategic Management**.

There are 4 criteria used to evaluate your posting:

- 1) **Quantity**, 2) **Quality**, 3) **Relevance**, and 4) **Manner**.

Rubric for Evaluating Assignments

Criteria	A 90+	B 80+	C 70+	F
Quantity	<p>500 words per question</p> <p>The amount of information provided demonstrates an excellent ability for creating, evaluating, analyzing, applying, understanding, and remembering the topics of the course.</p>	<p>400 words per question</p> <p>The amount of information provided demonstrates a good ability for creating, evaluating, analyzing, applying, understanding, and remembering the topics of the course.</p>	<p>250 words per question</p> <p>The amount of information provided demonstrates only a fair ability for creating, evaluating, analyzing, applying, understanding, and remembering the topics of the course.</p>	<p>Less than 250 words per question. Either the assignment was not submitted, or there is not enough detail to demonstrate an understanding of the concepts or the ability to apply the concepts or plagiarism is suspected and the grade is a zero.</p>
Quality	<p>Demonstrates an excellent understanding of the chapter concepts, explains effectively and accurately the relevant concepts, applies the chapter concepts properly to the case, recommends specific action, and includes facts from the case to support a main idea. Citations and examples were included as necessary.</p>	<p>Demonstrates a good understanding of the chapter concepts and often accurately and effectively explains the concepts, applies chapter concepts to the case, recommends next steps, and includes facts from the case to support a main idea. Citations and examples were usually included as necessary.</p>	<p>Demonstrates only a fair understanding of the chapter concepts and only a fair ability to apply the concepts. Concepts are not fully or accurately explained. Citations and examples were generally not included as necessary.</p>	<p>Either the assignment was not submitted, or the posting does not demonstrate an understanding of the concepts or the ability to apply the concepts or plagiarism is suspected and the grade is a zero. No recommendations or solutions formulated.</p>
Relevance	<p>Directly related to the case or chapter and is integrated with other postings.</p>	<p>Related to the case, but often not integrated well with other postings.</p>	<p>Somewhat related to the other postings and the case or chapter.</p>	<p>Not related to the assignment.</p>
Manner	<p>Very organized and has no spelling, punctuation, or grammatical errors.</p>	<p>Organized and usually has no spelling, punctuation, or grammatical errors</p>	<p>Disorganized and/or has many spelling and grammatical errors that makes it difficult to understand.</p>	<p>Very disorganized and has numerous spelling, punctuation, and grammatical errors.</p>

❖ **Assignments**

HW # 1 Chapter 1

Case Study Analysis: Walmart page 20 Due January 2nd @ 10pm

500 words per question are required, but there is no maximum number of words.

- 1 Explain in detail the 4 key attributes of strategic management and their application to Walmart. Support your point of view with facts from the case and concepts from the textbook.
- 2 Discuss fully the 3 key activities in the strategic management process. Explain how these 3 activities would manifest themselves at Walmart. Discuss why it is important for Walmart management to recognize the interdependent nature of these activities.
3. Formulate a solution that describes in detail how symbiosis can be achieved among Walmart's stakeholders. Explain the concept of symbiosis and support your solution with facts from the case and concepts from the textbook.
4. Discuss the 3 key elements of corporate governance. Discuss your recommendations for improving corporate governance at Walmart. Identify who is covered by Walmart's Statement of Ethics by visiting http://cdn.walmartstores.com/statementofethics/pdf/U.S_SOE.pdf
5. Explain each component of the hierarchy of goals. Discuss how an awareness of a hierarchy of strategic goals can help an organization achieve coherence in its strategic direction. Discuss the importance of social responsibility, including environmental sustainability, and how it can enhance a corporation's innovation strategy. Identify the 4 strategic objectives for Walmart. <http://www.walmartstores.com/sites/responsibility-report/2012/messageMikeDuke.aspx>



The remaining assignments are on BlackBoard under ASSIGNMENTS.

You must demonstrate your understanding of the chapter concepts, explain the relevant concepts accurately, draw conclusions, demonstrate superior critical thinking skills, apply the chapter concepts to the scenario correctly, include facts from the case to support your position, and make a recommendation regarding next steps. The questions are designed to give you the opportunity to 1) create, 2) evaluate, 3) analyze, 4) apply, 5) understand, and 6) remember information regarding **Strategic Management**.

❖ Learning Objectives

1 Strategic Management: Creating Competitive Advantages

After reading chapter 1, you should have a good understanding of:

- LO1** The definition of strategic management and its four key attributes.
- LO2** The strategic management process and its three interrelated and principal activities.
- LO3** The vital role of corporate governance and stakeholder management as well as how "symbiosis" can be achieved among an organization's stakeholders.
- LO4** The importance of social responsibility, including environmental sustainability, and how it can enhance a corporation's innovation strategy.
- LO5** The need for greater empowerment throughout the organization.
- LO6** How an awareness of a hierarchy of strategic goals can help an organization achieve coherence in its strategic direction.

2 Analyzing the External Environment of the Firm

After reading chapter 2, you should have a good understanding of:

- LO1** The importance of developing forecasts of the business environment.
- LO2** Why environmental scanning, environmental monitoring, and collecting competitive intelligence are critical inputs to forecasting.
- LO3** Why scenario planning is a useful technique for firms competing in industries characterized by unpredictability and change.
- LO4** The impact of the general environment on a firm's strategies and performance.
- LO5** How forces in the competitive environment can affect profitability, and how a firm can improve its competitive position by increasing its power vis-à-vis these forces.
- LO6** How the Internet and digitally based capabilities are affecting the five competitive forces and industry profitability.

3 Assessing the Internal Environment of the Firm

After reading chapter 3, you should have a good understanding of:

- LO1** The benefits and limitations of SWOT analysis in conducting an internal analysis of the firm.
- LO2** The primary and support activities of a firm's value chain.
- LO3** How value-chain analysis can help managers create value by investigating relationships among activities within the firm and between the firm and its customers and suppliers.
- LO4** The resource-based view of the firm and the different types of tangible and intangible resources, as well as organizational capabilities.
- LO5** The four criteria that a firm's resources must possess to maintain a sustainable advantage and how value created can be appropriated by employees and managers.

❖ Learning Objectives

4 Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources

After reading chapter 4, you should have a good understanding of:

- LO1** Why the management of knowledge professionals and knowledge itself are so critical in today's organizations.
- LO2** The importance of recognizing the interdependence of attracting, developing, and retaining human capital.
- LO3** The key role of social capital in leveraging human capital within and across the firm.
- LO4** The importance of social networks in knowledge management and in promoting career success.
- LO5** The vital role of technology in leveraging knowledge and human capital.

5 Business-Level Strategy: Creating and Sustaining Competitive Advantages

After reading chapter 5, you should have a good understanding of:

- LO1** The central role of competitive advantage in the study of strategic management.
- LO2** The three generic strategies: overall cost leadership, differentiation, and focus.
- LO3** How the successful attainment of generic strategies can improve a firm's relative power vis-à-vis the five forces that determine an industry's average profitability.
- LO4** The pitfalls managers must avoid in striving to attain generic strategies.
- LO5** How firms can effectively combine the generic strategies of overall cost leadership and differentiation.
- LO6** How Internet-enabled business models are being used to improve strategic positioning.

6 Corporate-Level Strategy: Creating Value through Diversification

After reading chapter 6, you should have a good understanding of:

- LO1** The reasons for the failure of many diversification efforts.
- LO2** How managers can create value through diversification initiatives.
- LO3** How corporations can use related diversification to achieve synergistic benefits through economies of scope and market power.
- LO4** How corporations can use unrelated diversification to attain synergistic benefits through corporate restructuring, parenting, and portfolio analysis.
- LO5** The various means of engaging in diversification—mergers and acquisitions, joint ventures/strategic alliances, and internal development.
- LO6** Managerial behaviors that can erode the creation of value.

❖ Learning Objectives

7 International Strategy: Creating Value in Global Markets

After reading chapter 7, you should have a good understanding of:

- LO1** The importance of international expansion as a viable diversification strategy.
- LO2** The sources of national advantage; that is, why an industry in a given country is more (or less) successful than the same industry in another country.
- LO3** The motivations (or benefits) and the risks associated with international expansion, including the emerging trend for greater offshoring and outsourcing activity.
- LO4** The two opposing forces—cost reduction and adaptation to local markets—that firms face when entering international markets.
- LO5** The advantages and disadvantages associated with each of the four basic strategies: international, global, multi-domestic, and transnational.

8 Entrepreneurial Strategy and Competitive Dynamics

After reading chapter 8, you should have a good understanding of:

- LO1** The role of new ventures and small businesses in the U.S. economy.
- LO2** The role of opportunities, resources, and entrepreneurs in successfully pursuing new ventures.
- LO3** Three types of entry strategies—pioneering, imitative, and adaptive—commonly used to launch a new venture.
- LO4** How the generic strategies of overall cost leadership, differentiation, and focus are used by new ventures and small businesses.
- LO5** How competitive actions, such as the entry of new competitors into a marketplace, may launch a cycle of actions and reactions among close competitors.
- LO6** The components of competitive dynamics analysis—new competitive action, threat analysis, motivation and capability to respond, types of competitive actions, and likelihood of competitive reaction.

9 Strategic Control and Corporate Governance

After reading this chapter, you should have a good understanding of:

- LO1** The value of effective strategic control systems in strategy implementation.
- LO2** The key difference between "traditional" and "contemporary" control systems.
- LO3** The imperative for "contemporary" control systems in today's complex and rapidly changing competitive and general environments.
- LO4** The benefits of having the proper balance among the three levers of behavioral control: culture; rewards and incentives; and, boundaries.
- LO5** The three key participants in corporate governance: shareholders, management (led by the CEO), and the board of directors.
- LO6** The role of corporate governance mechanisms in ensuring that the interests of managers are aligned with those of shareholders from both the United States and international perspectives.

❖ Learning Objectives

10 Creating Effective Organizational Designs

After reading chapter 10, you should have a good understanding of:

- LO1** The importance of organizational design and the concept of the "boundaryless" organization in implementing strategies.
- LO2** The growth patterns of major corporations and the relationship between a firm's strategy and its structure.
- LO3** Each of the traditional types of organizational structure: simple, functional, divisional, and matrix.
- LO4** The relative advantages and disadvantages of traditional organizational structures.
- LO5** The implications of a firm's international operations for organizational structure.
- LO6** Why there is no "one best way" to design strategic reward and evaluation systems, and the important contingent roles of business- and corporate-level strategies.
- LO7** The different types of boundaryless organizations—barrier-free, modular, and virtual—and their relative advantages and disadvantages.

11 Strategic Leadership: Creating a Learning Organization and an Ethical Organization

After reading chapter 11, you should have a good understanding of:

- LO1** The three key interdependent activities in which all successful leaders must be continually engaged.
- LO2** Three elements of effective leadership: integrative thinking, overcoming barriers to change, and the effective use of power.
- LO3** The crucial role of emotional intelligence (EI) in successful leadership as well as its potential drawbacks.
- LO4** The value of creating and maintaining a learning organization in today's global marketplace.
- LO5** The leader's role in establishing an ethical organization.

12 Managing Innovation and Fostering Corporate Entrepreneurship

After reading chapter 12, you should have a good understanding of:

- LO1** The importance of implementing strategies and practices that foster innovation.
- LO2** The challenges and pitfalls of managing corporate innovation processes.
- LO3** How corporations use new venture teams, business incubators, and product champions to create an internal environment and culture that promote entrepreneurial development.
- LO4** How corporate entrepreneurship achieves both financial goals and strategic goals.
- LO5** The benefits and potential drawbacks of real options analysis in making resource deployment decisions in corporate entrepreneurship contexts.

❖ Methodology

- **Textbook:** The textbook is required and an important tool used to expose students to important **Strategic Management** concepts and topics. **You should read all the chapters in the book**, but some chapters will receive greater attention than others during the semester.
- **Case Studies:** The **application** of key **Strategic Management** concepts will be explored and students will be required to analyze **case studies**. The answers are usually not in the cases or the textbook. **You must use the facts in the case and the concepts in the book to draw conclusions and make recommendations.** The case studies are a great learning tool since they will help improve your understanding of the concepts and strengthen your critical reasoning skills. The questions are designed to give you the opportunity to 1) create, 2) evaluate, 3) analyze, 4) apply, 5) understand, and 6) remember information regarding **Strategic Management**. You must give a **comprehensive explanation** using the criteria and components of the relevant concepts. Your answer must be persuasive and use the course concepts as a basis. **Each case study analysis should be a minimum of 2,500 words.** Each question requires a **minimum** response of 500 words, but there is no maximum number of words. If your posting is less than 500 words you might receive partial credit. The minimum is not equivalent to a grade of 100% and doing the minimum is not enough to get a grade of 100%. However, it is not just about the number of words posted. There are 4 criteria used to evaluate your posting 1) **Quantity**, 2) **Quality**, 3) **Relevance**, and 4) **Manner**.
- **Discussion Boards:** Discussion threads will post to the course online via Black Board. Students are required to enter the discussion board and post thoughtful comments and questions. Comments should demonstrate an understanding of key course concepts, strong critical thinking skills, and a persuasive logic. You must make 4 posts: 1 primary post that answers the questions and 3 secondary posts regarding the postings of others on our team. "I agree with you" is not a thoughtful comment. If you agree you should explain why and ask if anyone has a different point of view. The purpose of the discussion board is to have a dialogue about the case studies and to have a meaningful interaction.
- **Video Segments:** There are several video cases posted on BlackBoard. Keep in mind the video cases and video lectures are for your benefit. These video cases and lectures close the gap between theoretical and practical. Some case studies you will watch and others you will read. My goal is to make the course interactive, helpful in your pursuit of knowledge, and provide you with tools that will allow you to be successful in your career.

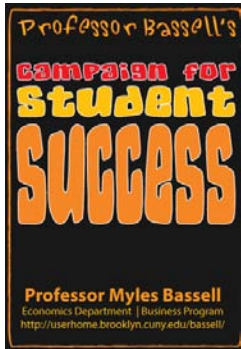
Brooklyn College, School of Business, Graduate Program

❖ My Goal

My goal is for students to L E A R N ! It is all about you!

❖ My Mission

To help students achieve their educational and professional goals.



❖ My Goals For You

1. Increase Your general knowledge about the subject
2. Enhance Your ability to analyze and solve problems
3. Improve Your ability to use computers and the Internet
4. Expand Your ability to find and use information on your own
5. Develop Your ability to express your ideas
6. Fortify Your appreciation and sensitivity to ethical issues and diversity

❖ My Dozen Objectives

1. Distribute a written syllabus on or before the first day of class
2. Demonstrate my ability to organize materials for the class
3. Stimulate interest in the topic being studied
4. Generate effective class discussion
5. Communicate effectively and speak clearly
6. Encourage independent thinking and ethical behavior
7. Demonstrate openness to students' comments, questions, and viewpoints
8. Display an exceptional understanding of the course subject matter
9. Keep to the time and schedule requirements of the class
10. Provide students access to me outside of class and be available for Q&A
11. Clearly communicate course requirements and assignments
12. Promptly grade assignments

❖ **Grade Components**

Exam 1	40%	Chapters 1-6
Case Studies	30%	
Discussion Board Cases	15%	
Exam 2	15%	Chapters 1–12

❖ **Grading Criteria : Graduate Level**

A	93% +	B-	80% - 82%
A-	90% - 92%	C+	76% - 79%
B+	86% - 89%	C	73% - 75%
B	83% - 85%	F	Below 73%

❖ **Exams**

- Please bring photo ID, a pen, and several #2 pencils with erasers
- There will be 4 different versions of the exam: pink, blue, green, and yellow.
- I can't answer any questions during the exam because it will disturb other students.
- There is **NO curve** in grading exams. There are **NO extra credit** assignments.
- There are no makeup exams. If you do not take the exam your score is a zero and your grade in the course is an F. Everyone must follow the rules below:
 - **You are not able to use any electronics during the exam.**
 - No cell phones, ipods, ipads, or any other device.
 - You must turn your phone completely off before the exam starts.
 - No talking or texting is permitted during the exam.
 - You can't leave the room during the exam.
 - You can't use notes or books.

Not following these exam rules may result in severe penalties including receiving an F in the course and being suspended from the college.

❖ Academic Integrity

If an academic misconduct (for example: cheating on exams or papers, plagiarism...) occurs the instructor will impose the strongest sanctions that the University or College permits.

I encourage you to look at articles and/or resources from databases and/or on the Internet to find information regarding the case studies, discussion questions and/or other assignments. However, what you submit to me must be **your own work**. Direct quotations should be used very rarely and, when used, should be very short. You must **always indicate the sources used**. Students will not receive credit for answers on the different assignments that are mostly paraphrasing of other sources even if the sources are listed. Paraphrasing should be used very rarely and, when used, students must always indicate the sources used. There is no learning value for students to just quote and/or paraphrase parts of articles and/or resources found on the Internet or somewhere else.

If students use information from any source in an assignment and do not cite the source using quotation marks, this is plagiarism, which is a violation of academic integrity at Brooklyn College.

If I find evidence of plagiarism in an assignment, the student will receive a **score of zero** on this assignment. If I find again evidence of plagiarism in another assignment from the same student, this student will receive a **failing grade in the class**.

Furthermore, if a student plagiarizes and/or cheats I am required to report it to the Committee on Academic Integrity. This Committee may then decide to suspend or expel the student.

WARNING: The book is an important resource for this course and you must use it to answer the questions. The information needed to answer the questions is contained in the readings and should be the basis for your critical analysis. You are expected to draw conclusions and make recommendations based on the information in the case and the concepts explained in the chapters. Do NOT use other sources unless you properly cite them.

If you copy and paste information from the internet and/or do not cite your sources your grade on the assignment is a **zero**. That is cheating and plagiarism. If you plagiarize a second assignment your course grade is an **F**.

Brooklyn College, School of Business, Graduate Program

Code of Conduct

This Code of Conduct highlights and supplements, but does not replace the Code of Conduct issued by Brooklyn College and/or The City University of New York (C.U.N.Y.). The goal of this code is to maximize the classroom experience for all.

Your course grade is in part a function of your:

1. exam, project, and quiz results
2. level of participation
 - a. projecting a positive attitude
 - b. making intelligent and relevant remarks on discussion board
3. accurate completion and timely submission of assignments

There are other factors that can have a significant impact on your course grade and they include:

- Cheating / Plagiarism
 - **(phones, ipods, pda's, blackberry's, treo, and other devices are NOT allowed during any exam)**
- Disruptive Behavior
 - Rudeness
 - Disrespect
 - Lateness
 - Interrupting the lecture
- Frequent absence
- Signing the attendance sheet and leaving OR signing for someone else
- Failure to turn off electronic devices (cell, phones, pagers etc)

“The faculty and administration of Brooklyn College support **an environment free from cheating and plagiarism.**

Each student is responsible for being aware of what constitutes cheating and plagiarism and for avoiding both. The complete text of the CUNY Academic Integrity Policy and the Brooklyn College procedure for implementing that policy can be found at this site: <http://www.brooklyn.cuny.edu/bc/policies>. If a faculty member suspects a violation of academic integrity and, upon investigation, confirms that violation, or if the student admits the violation, the faculty member **MUST** report the violation.”

All students should read carefully and thoroughly the 2011-2012 Brooklyn College Bulletin, especially pp. 21-35 for a complete listing of academic regulations of the College.

http://www.brooklyn.cuny.edu/pub/documents/grad_bulletin_11.pdf

Penalties

Violation of this Code of Conduct and other rules of Brooklyn College and C.U.N.Y. can result in:

- Lowering your course grade one full letter per offense
- Receiving an F or failing grade for the course
- Being suspended or expelled from the college or university

❖ Disability-Related Accommodations

In order to receive disability-related academic accommodations students must first be registered with the Center for Student Disability Services. Students who have a documented disability or suspect they may have a disability are invited to set up an appointment with the Director of the Center for Student Disability Services, Ms. Valerie Stewart-Lovell at 718-951-5538. If you have already registered with the Center for Student Disability Services please provide your professor with the course accommodation form and discuss your specific accommodation with him/her.

❖ Absence for Religious Reasons

You are not required to attend a class meeting if it interferes with your religious observance. However, being absent does not excuse you from submitting or completing any assignments that are due. The state law regarding non-attendance because of religious beliefs can be found in the Brooklyn College Bulletin.

http://www.brooklyn.cuny.edu/pub/documents/grad_bulletin_11.pdf

❖ Important Dates on the College Calendar

January 2 Wednesday First day of classes

January 3 Thursday Last day to add a course online

January 4–7 Friday–Monday Late-add period with instructor and department approval on late-add forms

January 7 Monday Last day to file a Pass/Fail Application

January 7 Monday Last day to drop a course without a grade

January 8 Tuesday First day to apply for a W grade

January 16 Wednesday Last day to apply for nonpenalty withdrawal (i.e., W grade) from courses

January 20 Sunday Last day for students with GPA 2.00 and above to apply for readmission for Spring 2013

January 21 Monday College closed – Martin Luther King Jr. Day

January 23 Wednesday Graduate Final Examinations/Meeting

A stylized signature of "Professor Bassell" in a bold, rounded font with a blue and green glow effect, set against a solid orange background.The Brooklyn College logo, featuring the words "Brooklyn College" in a large, bold, maroon font. To the right, "The City University of New York" is written in a smaller, black font.

TM

❖ General

This is a graduate course. I developed a roadmap that will enable us to successfully cover the course materials. Late assignments will not be accepted. If you do not complete an assignment your grade for that assignment is a zero. The due dates are set to help you manage the workload and be successful in the course. I will not issue an **INC grade** since I do not believe that is in your best interest. Campus wide it has been found that almost always the student does not complete the work required by the college's deadline and the computer automatically turns the INC into an F. If necessary you can drop the course with a W grade.

However, I designed the course to be meaningful, but also manageable. I know that many of you work, have families, and are taking other courses. I am very confident that you will be able to meet the course requirements. **You can do it! Yes you can!** [Let me know what I can do to help you be successful.](#)

**** Your responses to each question must be detailed and demonstrate your understanding of the key concepts in the chapter. You must be able to demonstrate your ability to apply the chapter concepts to the case studies. If you use key terms in your response please define the terms and explain how they are applicable to the case. I know what the terms mean, but for you to get full credit you need to convince me that you know what the terms mean. :-)

Do not email me your case study analysis.
Post your assignments to BlackBoard.

Case Study Analysis

You must:

- + demonstrate your understanding of the chapter concepts
- + **explain the relevant concepts correctly**
- + apply the chapter concepts to the case, and
- + **include facts from the case to support your position**

*** Type your responses in WORD and save to your computer or flash drive so that you can review your case studies for the exam. Copy and paste your responses to the BlackBoard blog for the assignment by **10 pm** on the due date. Each assignment has a separate blog link. After the due date you will no longer be able to post to blackboard.

❖ Media Players

To make the course more interactive and interesting I also posted a short video for each case. For your convenience I posted two different file types for each video case.

VLC Media Player can play Flash (flv) and Mpeg 4 (mpg) video files.

Download free VLC Media Player at the link below

<http://www.videolan.org/vlc/>

Quick Time also can play Mpeg 4 (mpg) video files

<http://www.apple.com/quicktime/download/>

Windows Media Player can play Windows Media Video (wmv) files

Download free Windows Media Player at the link below

<http://www.microsoft.com/windows/windowsmedia/player/10/default.aspx>

Brooklyn College, School of Business, Graduate Program

This will be a fun semester ! I am looking forward to being your coach !

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