

The Strategic Context of the Organization, BUS 791

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Office Hours:	10:30-11:30 Wed, 2:00-3:00 Fri, & by appointment
Required Text:	<i>Strategic Management: Competitiveness & Globalization</i> , by Hitt, Ireland, and Hoskisson

Course Description:

Using strategic planning for an organization as the context, this course will introduce you to eight functional areas in business (Cost Management, Economics, Finance, Financial Reporting, Information Technology, Marketing, Human Resources, and Supply Chain). The course begins with an overview of strategic planning and implementation. Given strategic planning, we will evaluate how each functional area contributes to a plan's development, implementation, why all functional areas are interdependent, and why thinking at the organizational level, in addition to the functional level, is essential to maximize organization performance. The course will culminate in a strategy proposal for an organization of your choice, constructed as a group of three, and can be used to network within your group and chosen organization.

Learning Outcomes:

After successful completion of this course, you will be able to:

1. Define the parts of a complete and effective organizational strategy.
2. Describe the steps in the development, implementation and ongoing evaluation of a strategic plan.
3. Understand the basics of each functional area covered in this course (Cost Accounting, Economics, Finance, Financial Reporting, Information Technology, Marketing, Human Resources, and Supply Chain), and what to expect from each of the functional areas as a manager outside of the area.
4. Identify how each of the functions areas contributes to the development and implementation of a strategic plan.
5. Develop, articulate, and evaluate a strategy for an organization.

Course Management:

The course can be completed 100% online. It is taught in 14 modules (one per week). Each module will begin on Mondays, require your participation in one or two on-line discussions during the week, and will conclude with an assignment due on Sunday at 11:30 PM (except the final week). The modules, with directions on how to proceed through each one, is located on the Desire2Learn (D2L) platform at

www.uwosh.edu/D2L

The primary instructor is Bryan Engelhardt. The functional area instructors, and when you will work with them, is listed below under Course Modules and available under the content section on D2L.

Course Activities:

The course is taught in weekly modules. You will work through one module each week. Each module will include three activities (except the last module):

1. learning course content with readings or videos,
2. between one and two on-line discussions where participation in the form of a post is required in each discussion prior to its close, and
3. a weekly assignment due Sunday at 11:30 PM.

In the final two weeks you will be required to:

- Provide a written strategy recommendation for the organization of your choice, and
- Evaluate multiple strategy recommendations provided by your peers.

All activities except the written strategy recommendation are to be completed individually. However, you are encouraged to discuss the materials, your answers, and thoughts on the assignments with your peers. More detailed instructions of the course activities, the written strategy recommendation, and the peer evaluations of the recommendations are provided in each module under the content tab on the course's D2L homepage.

Timing of Weekly Modules:

Each week, or for each module, you can expect to (excluding the final week):

1. read or view course content between Monday and Friday,
2. participate in one or two discussions,
 - (a) Weeks 1-3, 13 and 14: one on-line discussion where at least one post is required by Thursday at 11:30 PM
 - (b) Weeks 4-12 (excluding break): two on-line discussions where at least two posts are required: one by Wed at 11:30 PM on discussion A, and another by Sat at 12:00 PM (noon) on discussion B, and
3. complete a weekly assignment by Sunday at 11:30 PM.

Grading and Due Dates:

Assignment	% of Grade	Due Dates
Written Strategy Report	45%	May 9th at 11:30 PM
Evaluation of Peer Reports	4%	May 15th at 11:30 PM
Weekly Assignments	36% (3% x 12 Sundays)	First 13 Sundays (except break) at 11:30 PM
Discussions	15% total	Minimum one post per discussion

Course Modules:

- Week 1: Course Introduction and Overview of Strategy
- Week 2: Strategy Basics - Evaluation of Internal and External Factors
- Week 3: Strategic Formulation
- Week 4: Functional Area 1 - Financial Reporting with Wendy Potratz
- Week 5: Functional Area 2 - Economics with Bryan Engelhardt
- Week 6: Functional Area 3 - Supply Chain with Mike Godfrey
- Week 7: Functional Area 4 - Information Technology with Don Heath
- Week 8: Spring Break - Week Off
- Week 9: Functional Area 5 - Human Resource Management with Sarah DeArmond
- Week 10: Functional Area 6 - Marketing with Mike Tippins
- Week 11: Functional Area 7 - Finance with Scott Beyers

Week 12: Functional Area 8 - Cost Management with Nathan Stuart

Week 13: Strategic Implementation

Week 14: Strategy Recommendation & Writing

Week 15: Evaluation of Strategic Proposals

Students' Rights and Responsibilities

As a University of Wisconsin Oshkosh student, you have rights and responsibilities regarding your relationship with both the classroom and university community. The policies in the course specifically as well as at UW Oshkosh generally are in place to foster an equitable and safe classroom and campus climate. The primary goal of all policies is to create a classroom and campus community in which all students can access learning, achieve success and reach their goals. Your rights and responsibilities are important to know both so that you can enhance your learning experience and contribute positively to the campus climate. Specific policies and procedures can be accessed through the Student Affairs Policies and Procedures webpage (<https://www.uwosh.edu/stuaff/policies-procedures>).

Inclusion Statement

Building relationships and community is an important goal for this course. The only way to build community in this course is to honor each person in terms of their identity. Each student in the course will conceive of their identity in different ways; aspects of identity important to students in the course may include race, ethnicity, ability, sex, sexuality, nationality, gender, gender expression, gender identity, religious beliefs, political affiliations, and/or class. Thus, each of us, myself included, must honor each student's identity in all its complexity. We need to work in discussions on taking up perspectives unlike our own, challenging our assumptions and finding a route toward understanding the similarities and differences between ourselves and others.

Attendance

Since class participation is essential to learning, it follows that you should participate in the weekly discussions and complete the assigned readings and assignments. Your success in the class is closely connected to your participation in these activities. Therefore, we strongly encourage you to participate fully! In particular, your course grade is dependent upon participation in the weekly discussions.

We, as your instructors, are dedicated to your success and know that participation is crucial to achieving improvement in your skills, knowledge and abilities and, thus, your suc-

cess in the course. Regular communication with me is a crucial part of course participation. Therefore, we strongly encourage you to ask questions of us, email us, visit office hours if you are on campus, or request a one-on-one appointment. We promise to give you our full attention in our discussions and get back to you within 24-48 hours excluding holidays. In other words, please keep in touch!

If you experience difficulties such as illness or death in the family or other significant disruptions in your life as discussed in the section on excused absences above, then, please communicate with me about your situation and we will forge a plan on how to best catch you up in the course.

Communication Courtesy Code

All members of the class are expected to follow rules of common courtesy in all email messages, discussions, and any other forms of communication.

We all must work together toward building a vibrant and respectful community by:

- Using respectful and appropriate language in communicating with each other.
- Encouraging and engaging ideas that differ from our own.
- Engaging in civil discourse that acknowledges a range of worldviews, perspectives and cultures.

In order to preserve a safe and respectful place for all of us, if we, as instructors, deem any communications to be inappropriate or offensive, we will take immediate and appropriate action. Most often, we will engage the student directly and inform the student that such communications are offensive and inappropriate and will not be tolerated. However, in the event that the communication violates University policy such as in instances of harassment, we will follow University policy in reporting the communication to UW Oshkosh administrators. Please bring to our attention any concern. We will address the concern with due diligence.

Dropbox

Odd things happen in cyberspace—emails get lost, servers disconnect temporarily, and logins fail. Due to this challenge, you should anticipate possible mishaps and complete your work with enough time to meet the deadline. In turn, timely communication aids success: reply to emails received and check for replies to your sent emails. With these strategies, you will be able to meet our expectations of getting work in on time.

Late Work

Each week's assignment must be completed and submitted by Sunday at 11:30 PM every week. If you contact the primary instructor beforehand and explain a special circumstance, then, Bryan will consider giving you credit for work turned in late.

Academic Integrity

The University of Wisconsin Oshkosh is committed to a standard of academic integrity for all students. The system guidelines state: "Students are responsible for the honest completion and representation of their work, for the appropriate citation of source, and for respect of others academic endeavor" (UWS 14.01, Wisconsin Administrative Code).

In sum, all material turned in for this course must be original and your own work. That being said, you are welcome and encouraged to work with fellow classmates on homework or studying for exams. However, you must turn in your own homework. Furthermore, you are not permitted to copy the wording of a fellow student, or the solution manual, and submit it as your own work. It will result in a "0" on the homework.

Students with Disabilities

Most importantly, students with disabilities are welcome in this course! If you need alternative/additional instructional structure for this class due to specific individual learning needs, please talk to the primary instructor, Bryan, and we can work together. The instructors are committed to creating an environment conducive to learning for all students. View the UW Oshkosh policy on accommodations for individuals with disabilities for further information about the UW Oshkosh policy on accommodations for students with disabilities.

Religious Accommodation for Students

Both University policy and state policy requires that instructors honor students' sincerely held religious and faith traditions by making accommodations for religious holidays or other days of special religious significance. If there is a scheduling conflict for you which inhibits you from completing coursework on a day of religious observance, then, it is necessary to "notif[y] the instructor within the first three weeks of the beginning of classes...of the specific days or dates on which [you] will request relief from an examination or academic requirement." Please refer to UW Oshkosh policy for the full set of policies or please feel free to inquire with me regarding any questions or concerns.

Creating a Space Free from Sexual Harassment

The University policy on sexual harassment is very clear: it will not be tolerated anywhere on campus. Sexual harassment is defined by the University of Wisconsin Oshkosh as follows: "Sexual harassment is a form of sex discrimination. It [is]. . . the inappropriate introduction of sexual activities or comments into the work, learning, or living situation... Such behavior

is not acceptable at the UW-Oshkosh and will result in disciplinary action.” Please refer to UW Oshkosh policy for the full set of policies or please feel free to inquire with me regarding any questions or concerns.