

**THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**  
**The Bryan School of Business and Economics**  
**Department of Business Administration**

**MGT 491-05: Business Policy and Strategy**  
**Spring 2019**

Monday & Wednesday 8:00 – 9:15AM; BRYAN 104

**Instructor:** Dr. Dane P. Blevins  
**Office:** 371 Bryan Building  
**Telephone:** (336) 334-4537 (Office)  
**Email Address:** [dpblevin@uncg.edu](mailto:dpblevin@uncg.edu)  
**Office Hours:** Monday 09:30 – 11:00am, and by appointment.

---

### REQUIRED TEXT & MATERIALS

1. Dess, G. G., McNamara, G., Eisner, A. B., and S.H. Lee. **Strategic Management: Creating Competitive Advantages** (DLE), 9<sup>th</sup> Edition, 2019. ISBN: 9781259900457
2. HBS Case Studies; purchasing instructions available in Canvas and discussed during class
3. Thompson, Stappenbeck, and Reidenbach, *GLO-BUS: Developing Winning Competitive Strategies*, (register to participate at [www.glo-bus.com](http://www.glo-bus.com) ). To complete registration, you will need (1) a credit card and (2) the company registration code provided by the instructor.

***THIS WILL COME LATER IN THE COURSE, YOU NEED AN INSTRUCTOR PROVIDED REGISTRATION CODE BEFORE SIGNING UP***

4. Lecture slides; developed by instructor to follow and supplement textbook material; available in Canvas on the day of class

### COURSE PREREQUISITES

**MGT 301, 309, 312, & 330; MKT 320; FIN 315; ISM 280 & 360** plus senior standing and admission to approved major — Note that these are prerequisites, not co-requisites.

### COURSE DESCRIPTION

Business Policy and Strategy (or Strategic Management) is considered the capstone course in your undergraduate business education. It is first and foremost a course about "strategy" and concerned with "managing for organizational success". The central theme of the Business Policy and Strategy (Strategic Management) course is that a company's chances for enjoying *persistent* or *sustained* competitive advantage and/or profitability are greatly enhanced *if and only if* its managers (1) have an astute, timely strategic "game plan" for running the company; and (2) implement and execute the game plan with proficiency. We shall explore in some depth how and why a well-formulated and well-executed strategy nearly always enhances a company's long-term performance through strategic

content analysis and skill building exercises. The content portion of the course would be devoted to explaining what it means to *think strategically* about a company's situation and it would instruct the student in the formal tools and techniques of strategic analysis, formulating a strategy, and then implementing it successfully. The skill-building portion of the course is built around case analysis and simulation game. The purpose of the skill-building portion is to drill students in the application of the key concepts and analytical techniques, and is designed to help develop their ability to conduct strategic analysis, force them to exercise business judgment, and provide them with experiential contact with strategic decision-making.

As such, the course focuses on the development of a general understanding of the management of an organization, primarily from the perspective of the top management. Our point of view will therefore be strategic, broader than the functional orientation of the specialist. We will be integrating the knowledge you have already acquired from other disciplines such as Accounting, Economics, Finance, Human Resource Management, Marketing, Management Information Systems and Operations Management to provide a 'macro' or broader view of how each functional area affects the other parts of the organization and the company as a whole. In addition, we will be examining the organization in its environment and how each is influenced by the other. The problems and issues surrounding the tasks of crafting and implementing a strategy cover the whole spectrum of business and management. Many variables and situational factors must be dealt with at once. Evaluating the pros and cons of one strategy option against another entails a *total company perspective* and good judgement about how all the relevant factors combine to shape what actions need to be taken.

## **COURSE OBJECTIVES**

By the end of the semester, students should be able to:

1. Understand the strategic issues and policy decisions facing businesses and how current management concepts address these issues.
2. Understand and describe the strategic management process and the difference between strategic analysis, strategy formulation and strategy implementation.
3. Acquire an understanding of how to use new and existing knowledge to analyze "real world" cases and by so doing, to understand the complexity of strategic issues.
4. Elaborate on how strategic plans and policies are integrated, implemented and controlled and to comprehend the culture and ethical factors that influence these management activities.
5. Analyze new knowledge and use existing knowledge to conduct strategic and competitive analysis using various tools (e.g., five forces model, SWOT analysis, Portfolio matrix models) in a variety of industries.
6. Evaluate the formulation of business and corporate level strategies, the different business and corporate strategic types, alternative actions, and make sound strategic decisions using what-if analysis.
7. Discuss the managerial task associated with implementing and executing company strategies, and the action managers can take to promote competent strategy execution.
8. Assess the role of government policy in creating incentives and disincentives for a variety of competitive condition for both domestic and international competition.
9. Demonstrate how the various pieces of the knowledge they have acquired in their functional-oriented business courses fit together, and discuss why the different parts of a company's business need to be managed in strategic harmony for the company to operate successfully.
10. Synthesize and apply the concepts and analytical tools exposed to in the course by participating in managing a company through a business simulation game or conduct a strategic and competitive analysis of a company, both individually and as a member of a group.

**COURSE GRADING POLICY:** Your course points will be based on the following criteria:

<u>GRADE EVALUATION:</u>	<u>Percentage</u>
Attendance (see below for detail, but if you miss more than 3 classes you are heavily penalized, and being late affects your grade as well)	5
3 Exams (15 each)	45
Team Case Presentation	12.5
Team – Case Analysis paper	12.5
Individual – Glo-Bus Quiz	5
Team – Sim: Performance (Strategic plan 5 / Game Rank 10)	15
Team- Glo-Bus Reflection Paper	<u>5</u>
	100

**Extra Credit: No extra credit in the form of extra assignments etc. is offered in this course, please do not ask. There may however, at my discretion, be some incentives to attend extracurricular activities for bonus points.**

### GRADING SCALE:

<b>Grade</b>	<b>A</b>	<b>A-</b>	<b>B+</b>	<b>B</b>	<b>B-</b>	<b>C+</b>
<b>Score</b>	<b>93.0 - 100</b>	<b>90.0 - 92.9</b>	<b>86.7 - 89.9</b>	<b>83.4 - 86.6</b>	<b>80.0 - 83.3</b>	<b>76.7 - 79.9</b>
<b>Grade</b>	<b>C</b>	<b>C-</b>	<b>D+</b>	<b>D</b>	<b>F</b>	
<b>Score</b>	<b>73.4 - 76.6</b>	<b>70.0 - 73.3</b>	<b>66.7 - 69.9</b>	<b>60.6 - 66.6</b>	<b>Below 60.0</b>	

### **TIME REQUIREMENTS**

The workload in this course is **heavy**. We will therefore be, very busy. As such, you should plan to spend about five (5) hours per week outside of class (e.g., reading the textbook (1-2 hrs), preparing the case analyses, and gathering information and preparing your group projects and doing the simulation (1-2 hrs)). ***If you invest the right amount of time in the course, it will not only be one of the most demanding, but also the most enjoyable course.*** It is therefore, important that each of us work consistently and diligently to complete the objectives of the course. I plan to work very hard in this course to make it a success, so I will expect you to follow the following norms seriously:

### **POLICIES REGARDING CLASS ATTENDANCE AND CONTRIBUTIONS IN CASE DISCUSSIONS**

#### **1. Class Attendance**

Attendance is **required** at all class sessions and will impact the grade you earn for the course. Attendance will be taken at the beginning of the class. Leaving the class before the end of the session without prior approval from the instructor will constitute an absence from class. If you must leave early for some reason, I ask that you inform me of this prior to the beginning of the class. **Note that if you have three unexcused absences during the semester, you will lose a letter grade (e.g., from A to A-) for every unexcused absence. Being late also will severely affect your grade!\*\*\* For every 3 times that you are late, you will receive an unexcused absence! \*\*\***

For an absence to be considered an excused absence, you **must** provide written documentation, such as a doctor's note/medical certificate, explaining why you cannot be or were not in class that day. If you have any long-term medical problems, it is your responsibility to let me know about it. You **must** provide me with a written documentation from your doctor or therapist indicating the seriousness of the problem and how often you are expected to see your doctor or therapist during the semester. Per the **department policy**, only deaths in the immediate family can be excused without advance notice. If you miss three classes before the first exam and they are not excused I will make a request that you drop the class.

## **2. Cell Phones and Laptop Computer Usage**

**All cell phones must be turned-off in class.** A student whose cell phone rings in class may be asked to leave the class for the day.

**Laptop/Tablets should only be used for class activities!**

## **EXAMINATIONS**

Students take **three** non-cumulative exams during the semester that test their knowledge and understanding of concepts discussed in the class. Make-up exams will not be given except in the case of extraordinary and unavoidable circumstances and must be arranged at least two weeks in advance of the original exam date. You will be assessed on your ability to apply (not simply state/recite) the tools/concepts/frameworks discussed in class. You will find that classroom discussion and participation will greatly assist you in taking the exam. Each exam will consist of multiple choice, and true false questions.

## **GROUP CASE ANALYSIS**

Your team will be assigned a business case. The case analyses should clearly communicate the issues, analyses, and recommendations as related to the course. In general, students should write/present these analyses from the perspective of a top consultant (e.g., McKinsey & Company, the BCG). Therefore, there should be candid analysis of the situation described in the case including recommendations about what should be done.

**For example, when writing and presenting any case, you should think about who the intended audience is. Consequently, in our class it should be prepared in accordance for the C-level (Chief) officers of the firm, in particular, the CEO (Chief Executive Officer). Unless explicitly stated, the audience is likely the CEO and board of directors; remember you are NOT employees of the company. Therefore, failure to communicate to the correct audience will result in poor performance. Again, you should have clear RECOMMENDATIONS, supported with thoughtful**

**analysis, this often means some number crunching will be necessary to support your recommendation. This is what consultants do in practice.**

Furthermore, this is a team assignment so all team members are expected to contribute to both the case presentation and paper. The paper will usually address a key strategic issue, and the paper should deal with the facts as written in the case *within* the time frame of the case. The length of this paper will be approximately seven pages (double spaced 12 pt (times new roman font) excluding the executive summary with EVERY student's name on it. Students are required to work on this paper with their team and submit ONE paper per team.

The paper should include an Executive Summary (1 page summary of analysis); and will also include (with a very heavy emphasis on the recommendation and its impact) items such as: key issue to be analyzed, a brief Background related to the issue, an Analysis (External and Internal, with data) demonstrating the issue's impact, Alternatives, and how your recommendation would actually be implemented. Importantly, these are some examples of what a paper would likely include, it is up to you and your group to ascertain what is the best allocation of space.

The case paper should be submitted on the canvas link, and I will utilize Turnit.com to ensure that there is no plagiarism. **It will not be accepted late.**

Furthermore, as noted above stay within the timeframe of the case! With this in mind, outside case data can be used (and is encouraged) in preparation of the case assignments, but it must be used *within* the timeframe of the case. Students should ensure that they cite any material taken directly from other sources including the Internet, and not represent it as their own. Failure to do so may result in a failing grade.

When possible, I also try to provide you with a video link of your presentation so you can see what I see, and help improve your presentation skills. Groups are welcome to meet with me after the presentation to get more specific feedback from my notes taken during the presentation.

As the presentation date approaches, specific guidelines will be given regarding timing etc.

## ***GLO-BUS* SIMULATION EXERCISES**

Each team will manage a company, which will be required to make a set of decisions relating to the various functional areas in a company in a simulation game, *GLO-BUS*. To learn the mechanics of playing the simulation, you will need to read the Player's Guide thoroughly. To register for the *GLO-BUS* simulation, I will provide each student with his/her industry/company registration code in class after the formation of groups. You will then have to go to [www.glo-bus.com](http://www.glo-bus.com) and register for the simulation exercise. You will need to complete the registration process by paying with a credit card.

There will also be two practice rounds to help you familiarize yourself with the dynamics of the game. You will be evaluated on the following activities:

1. **One Simulation quiz** (open-book, to be completed online by the due date).
2. **Developing a 3-Year Strategic Plan.**
  - Briefly articulate your team's company's strategic vision (in a couple of sentences);
  - Set performance targets for EPS, ROE, Stock price appreciation, credit rating, and image rating for each of the next three years; **HOW WELL YOU DO, DETERMINES YOUR GRADE... THIS IS CALCULATED BY GLO-BUS!**

- Develop a projected income statement that lays out projections of unit sales, revenues, costs, and profits for each of the four geographic regions and for the company as a whole for each of the next three years. **HOW WELL YOU DO, DETERMINES YOUR GRADE... THIS IS CALCULATED BY GLO-BUS!**
3. **Simulation Performance:** You will be awarded points based on how well your company met its different performance objectives in comparison with other companies in the same industry. Your company's performance will be based on five performance measures, with weights in parentheses: (a) earnings per share (20%); (b) return on stockholders' equity (ROE) (20%); (c) stock price appreciation (20%); (d) the company's credit rating (20%); and (e) corporate/brand image (20%).  
**HOW WELL YOU DO, DETERMINES YOUR GRADE! THIS IS CALCULATED DIRECTLY BY GLO-BUS! Some groups receive over a 100 when they do well!**
4. **A written report and review of your company's strategy and performance is due at the end of the simulation (see the schedule for the exact date).** The written report should include the following in an integrated manner:
- Brief review of performance.
  - Discussion of strategic vision
  - Discussion of competitive strategy
  - Comparison of actual competitive strategies with intended competitive strategy (if any).
  - Examination of top management team decision-making processes. What planning and decision process you used.
  - Presentation of the general strategy you would use if the game was to continue for five more years into the future.
  - Discussion of what you learned from the experience.

**The written report must be ~6 pages EXCLUDING appendices, double-spaced, font size 12 (times new roman) and page numbered. All exhibit and graphs must be placed in the appendix.**

## **STATEMENT OF STUDENTS' RIGHTS AND RESPONSIBILITIES**

As a student in this class, you have explicit rights and responsibilities. Your full understanding and acceptance of the following rights and responsibilities can lead to more useful time in the class and more effective learning.

### **You have the right to expect:**

- a) Your professor to be prepared for each class, to start the class promptly at the designated time and to end the class at the designated time.
- b) Your professor to teach all scheduled classes or to arrange for a qualified substitute if it is necessary to miss class because of University or departmental approved commitments.
- c) Clear statements of course expectations, policies, testing, and grading practices and student performance.
- d) Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.

- e) Knowledgeable assistance from you professor regarding class assignments and course contents.
- f) Your professor's behavior to reflect equitable treatment, ethical practices, and respect for human rights.
- g) Opportunities to challenge ideas and defend your beliefs in a professional manner.
- h) To be challenged so as to grow both academically and professionally.
- i) Your professor to abide by University policies and to have fairness and clarity in the evaluation of your performance.
- j) Adequate opportunity to appeal any perceived violations of the above rights.

**You have specific responsibilities to:**

- a) Plan your study and work schedule appropriately to allow sufficient time to do quality work in the course. (Please review "Suggested Academic Workload Guidelines" for the Bryan School of Business and Economics published in the UNCG Undergraduate Bulletin)
- b) Attend each class on time and be prepared to discuss readings and participate in discussions.
- c) Complete assignments by due date and submit quality work.
- d) Understand and follow course policies as explained in class and in the syllabus.
- e) Commit yourself to grow academically and professionally.
- f) Work effectively and cooperatively as a team member on group projects as assigned.
- g) Practice ethical behaviors and display respect for the rights of others. Please refrain from eating, drinking, and wearing hats or caps in the classroom.
- h) Contact your professor and discuss circumstances that may prevent you from achieving acceptable performance and to make contact on a timely basis.
- i) Fully understand and abide by the UNCG Honor Policy and other University policies on student conduct.
- j) Report observed violations of the UNCG Honor Policy.

You are encouraged to read the Bryan School's guidelines for student conduct at [http://www.uncg.edu/bac/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bac/faculty_student_guidelines.pdf).

**UNIVERSITY OPERATIONS DURING ADVERSE WEATHER CONDITIONS**

The University of North Carolina at Greensboro will remain open during adverse weather conditions unless the Chancellor makes administrative decision on schedule changes. Students can obtain details on those decisions by contacting the Adverse Weather Line at (336) 334-4400 or <http://www.uncg.edu/iss/weather.htm>

**SCHEDULE IS SUBJECT TO CHANGE!**

<b>SESSION #</b>	<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENTS DUE</b>
1	14-Jan	<b>CLASS ORIENTATION AND DISCUSSION OF SYLLABUS</b>	
2	16-Jan	Chapter 1: Strategic Management: Creating Competitive Advantages	<b>START THINKING MORE STRATEGICALLY!</b>
3	21-Jan	No class	<b>MLK Jr. Day</b>
4	23-Jan	GLO-BUS, Team Formation / Chapter 2: Analyzing the External Environment of the Firm: Creating Competitive Advantages	<b>Read Chapter 13: in class: FORMATION OF TEAMS FOR GLO-BUS SIMULATION AND CASE PRESENTATIONS</b>
5	28-Jan	Chapter 2 / Chapter 3: Assessing the Internal Environment of the Firm	<b>Read</b>
6	30-Jan	Chapter 3: Assessing the Internal Environment of the Firm	<b>Keep Reading!</b>
7	4-Feb	Review and catch up	<b>Study</b>
8	6-Feb	<b><u>TEST 1</u></b>	
9	11-Feb	Glo-Bus workday	<b>Practice Round 1 and Glo-Bus Quiz 1 due by Monday (11th) midnight</b>
10	13-Feb	Glo-Bus workday / Chapter 4: Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources	<b>Practice Round 2 Due by Wednesday 13th 11:59pm</b> <b>GAME RESETS at 11:59PM on the 14th Save your date before then if relevant</b>
11	18-Feb	Chapter 4 / Chapter 5: Business-Level Strategy: Creating and Sustaining	<b>1st Decision Round due by Wednesday (20th) 11:59pm</b>
12	20-Feb	Chapter 5 / Chapter 6: Corporate-Level Strategy: Creating Value through Diversification	<b>1st Decision Round due by Wednesday (20th) 11:59pm/</b>
13	25-Feb	Review and catch up	<b>2nd Decision Round due by Monday (25th) 11:59pm</b>
14	27-Feb	<b><u>TEST 2!</u></b>	
15	4th & 6th March	<b>Spring BREAK!</b>	
16	11-Mar	Glo-Bus Workday	<b>3rd Decision Round due by Monday (11th) 11:59pm</b>
17	13-Mar	Glo-Bus workday	<b>4th Decision Round due by Wednesday 13th 11:59pm</b> <b>Strategic Plan 1 due (13<sup>th</sup> by 11:59pm)</b>
18	18-Mar	Chapter 7: International Strategy: Creating Value in Global Markets	<b>5th Decision Round due by Monday (18th) 11:59pm</b>

			<b>6th Decision Round due by Wednesday (20th) 11:59pm</b>
19	20-Mar	Chapter 8: Entrepreneurial Strategy and Competitive Dynamics	<b>7th Decision Round due by Monday 25th 11:59pm</b>
20	25-Mar	Chapter 8: Entrepreneurial Strategy and Competitive Dynamics /Chapter 9: Strategic Control and Corporate Governance	<b>7th Decision Round due by Monday 25th 11:59pm / Strategic Plan 2 due by Midnight on 25<sup>th</sup></b>
21	27-Mar	Chapter 9: Strategic Control and Corporate Governance	<b>8th Decision Round due by Wednesday (27th) 11:59pm</b>
22	1-Apr	Chapter 11: Strategic Leadership / Ethics	
23	3-Apr	Review Day / Catch up	<b>9th (final) Decision Round due Monday 1st 11:59pm</b>
24	8-Apr	<b><u>Exam 3</u></b>	
25	10-Apr	Group Workday	<b>Get the Case done if you haven't already done so</b>
26	15-Apr	Group Workday	<b>Get the Case done if you haven't already done so</b>
27	17-Apr	3 (presentations) Google	<b>Paper due for those that present on May 1st</b>
28	22-Apr	3 (presentations) Paypal	<b>Paper due for those that present on the 29th of April</b>
29	24-Apr	No class	
30	29-Apr	3 (presentations) Disney Perspective	<b>Paper due for those that present on the 22nd of April</b>
31	01-May	2-3 (presentations) Pixar Perspective Last Day of Class	<b>Paper due for those that present on the 17th of April</b>
	4-May	<b>Final Group Paper Due by midnight (Reflection paper on Glo-Bus)</b>	