

# BUSINESS POLICY AND STRATEGY

<p><b>Course Instructor</b>                  Marketa Rickley                  Campus Address: Bryan 434                  Email: <a href="mailto:m_rickle@uncg.edu">m_rickle@uncg.edu</a></p>	<p><b>Class Meeting Times</b></p> <ul style="list-style-type: none"> <li>• <u>Online course</u> with no physical meeting times.</li> <li>• This course is organized using scheduled course work. Students will progress through the course as a cohort and will complete and/or submit course work online.</li> </ul>
<p><b>Office Hours</b>                  Bi-weekly over Zoom (Thursdays 7-8 PM)                  See course schedule in syllabus</p>	<p><b>Course Site</b>                  To access the course site, log into <a href="#">Canvas at UNCG</a> using your UNCG User ID and password.</p>
<p><b>Academic Course Home</b>                  Bryan School of Business and Economics                  Department Chair: Moses Acquaaah</p>	<p><b>Prerequisites</b>                  MGT 301, MGT 312, MGT 330, MKT 309, MKT 320, FIN 315, ISM 280, ISM 360, plus senior standing and admission to approved major</p>
<p><b>Required Text and Materials</b></p> <ol style="list-style-type: none"> <li>1. <u>Strategic Management: Text and Cases</u> (10<sup>th</sup> edition) by Dess, G.G., McNamara, G., Eisner, A.B., &amp; Lee, S.-H. ISBN10: 1260075087; ISBN13: 9781260075083</li> <li>2. Thompson, A.J., Stappenbeck, G.J., Reidenback, M.A., Thrash, I.F., &amp; Harms, C.C. <u>The Business Strategy Game: Competing in a Global Marketplace</u> (2020 edition). McGraw Hill-Irwin: New York, NY. (access at <a href="http://www.bsg-online.com">www.bsg-online.com</a>) <b>Look for instructions on Canvas for how to access the simulation. You must use the registration code provided to you in Canvas.</b></li> </ol>	

## Course Description

This course introduces students to issues associated with strategic analysis, strategy formulation, and strategy implementation in the domestic and global environment.

It seeks to build a fundamental understanding of how and why some firms achieve and sustain superior performance, and the strategies that firms can undertake to maximize profitability. Together, the readings, cases, and the simulation are designed to lead towards understanding the underlying economics affecting firms' external and internal environments, and the implications of these fundamental factors on strategy design.

The course will address the key elements in developing a strategy and how the opportunity of "competitive advantages" becomes central to the firm's existence. From there, the course will delve into the issues, opportunities, and challenges that arise when firms attempt to implement the formulated strategy. How should an organization be structured to compete in its markets? How does a firm build its asset base (both tangible and intangible) to better meet the demands of its market(s). How does a firm extend its competitive advantage to foreign markets? Finally, how does innovation play a role in the success of a firm?

The content portion of the course is devoted to explaining what it means to think strategically about a company's situation. Students learn formal tools and techniques of strategic analysis, formulating a strategy, and how to implement it successfully. The skill-building portion of the course is built around case analysis and a simulation



game. The purpose of the skill-building portion is to drill students in the application of the key concepts and analytical techniques. It 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.

Business Policy and Strategy (or Strategic Management) is considered the capstone course in your undergraduate business education. As the capstone course, it has been designed to be challenging and effort intensive. It will provide you with the opportunity to develop an essential leadership tool...confidence in your ability to analyze issues and make decisions. You will have the opportunity to synthesize your learning from previous business courses, including marketing, finance, accounting, operations, human resources, information systems and economics, into a comprehensive management process.

## Course Objectives

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 to comprehend the cultural 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, 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 leadership tasks 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 conditions for both domestic and international competition.
9. **Demonstrate** how the various pieces of the knowledge acquired in functional-oriented business courses fit together and discuss why the different parts of 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.

## Grading Criteria

Final course grades will be assigned as follows:

A to A-	B+ to B-	C+ to C-	D+ to D-	F
100 – 90 %	89 – 80 %	79 – 70 %	69 – 60 %	Below 60 %



Final course grades will be assessed based on the student’s performance in the following items:

Assignment	Due Date	Percent of Course Total
Reading Quizzes	Frequently, follow Canvas Modules schedule	10%
Case Analyses <ul style="list-style-type: none"> <li>• Casino case (individual)</li> <li>• Boston Beer case (team)</li> <li>• Johnson &amp; Johnson case (team)</li> <li>• Peer evaluation</li> </ul>	September 1 September 22 October 13	20%
BSG Simulation	Frequently, follow Canvas Modules schedule	30%
Midterm Exam	September 30 – October 4	40%
Final Exam	November 30 – December 5	
<b>TOTAL</b>		<b>100%</b>

## Course Structure

The course is delivered over the World Wide Web as an Online Course offering. Students will login to the course site on Canvas to access the course materials.

For details of the course activities and assignments, see the “Course Calendar” section of this syllabus.

Students are expected to visit the course Canvas site regularly to:

- Access assigned course materials (posted on the Canvas “Modules” page).
- Access assigned readings via Canvas “Assignments.”
- Complete quizzes to assess reading comprehension via Canvas “Quizzes.”
- View the instructor’s recorded lectures via Canvas “Modules.”
- Submit assignments to the instructor via Canvas “Assignments.”
- Complete exams to assess mastery of course material via Canvas “Quizzes.”
- Review the course homepage regularly for any updates related to the course Canvas “Announcements.”

# Course Work

## Reading Quizzes:

Prior to most class sessions, you are asked to read assigned material and complete online quizzes covering material from the assigned readings. Students may take each quiz 2x, and the highest score will be counted. Together, the assigned readings and quizzes are worth 10% of the final grade and consist of multiple choice or true/false questions. Quizzes are available via Canvas “Quizzes”. Quizzes must be completed prior to the set deadlines.

## Case Analyses:

The instructions for the case analyses are available via the Canvas “Assignments” page. Together, the case analyses are worth 20% of the final grade and should be submitted electronically via the Canvas “Assignments” page. Note that there are no “right solutions” to a case analysis. It is entirely possible for two teams or two individuals to have two different solutions to the company’s issues. Assignments that merely collect and organize case facts will not be received well. The case facts should be used to support your arguments. Your grade will be graded according to a rubric that assesses how well you apply the teachings of effective case analysis described in DMEL Chapter 13 and in the PowerPoint slides “Strategic Management Case Analysis” provided in Canvas Modules.

The case “The Global Casino Industry in 2019” is an individual assignment. Every student must complete an individual analysis answering the assigned questions. You can discuss the case with your team members, but the final product must be your own.

The cases “The Boston Beer Company” and “Johnson & Johnson” are team assignments. Each team member will receive a team score for the assignment. Students will also perform peer evaluations of their team members’ contributions, and these will be integrated into each team case analysis grade.

## BSG Simulation:

Pre-determined teams of 5 students will be used for the BSG Simulation exercise. 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 the simulation Business Strategy Game (BSG). To learn the mechanics of playing the simulation, you will need to read the Player’s Guide thoroughly. To register for the BSG simulation, I will provide each student with her/his industry/company registration code at the outset of the course. You will need to go to [www.bsg-online.com](http://www.bsg-online.com) and register for the simulation exercise. You will need to complete the registration process by paying with a credit card.

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

1. **Two Simulation quizzes** (open-book, to be completed online by the due dates shown in the schedule).
2. **3-Year Strategic Plan** for Years 18 to 20 (Decisions 8 to 10). This must be completed on-line in the BSG website.
3. **Simulation Performance:** You will be awarded points based on how well your company meets 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 (EPS) (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%).

- 4. Simulation Meetings:** Team members need to demonstrate that they can effectively schedule, plan and document meetings. Ideally, team members should seek the highest quality encounter on-line. Suggestions for meetings include: a conference call; a meeting through an asynchronous series of postings on the discussion board in BSG. Irrespective of the meeting modality, there needs to be an agenda prepared (the plan) and minutes kept (documentation). With respect to scheduling, given the on-line nature of the course, it is reasonable to expect your team members to respond within one business day to asynchronous posts or within shorter windows if you should so agree. It may be beneficial to e-mail your team members that you have posted a message. **I take free-riding very seriously and team members who free-ride will obtain a zero score for each of the BSG exercises. Team members who help others to free-ride (e.g., lying in the peer evaluation about their contribution, etc.) will receive a penalty of 10% for each of the BSG exercises.**
- 5. Team Written Report:** A written report of a review of your company's strategy and performance in the athletic shoe industry at the end of the simulation.
- 6. Team member non-performance recourse process:** Group exercises are among the most difficult in business and during school especially when team members are in different parts of the State/Country. Therefore, it is common for teams to experience a variety of problems ranging from overactive participants to free-riders. If your team experiences a dysfunctional dynamic, it is essential that the process be fully documented for any instructor mitigation to occur. If you feel that your group is not performing effectively, alert the instructor directly by email. While the BSG site of the groups will be monitored, the class is large and there are many groups and non-performance should be specifically identified. You will have the opportunity to directly influence your team members' grade through the peer evaluation process. If necessary, your team may opt to "fire" a team member.

## Exams:

Another requirement of this course is the completion of two open note examinations. The Midterm Exam covers Sessions 1-12. The Final Exam is cumulative over the entire course. Together, the exams are worth 40% of the final grade.

The exams are INDIVIDUAL activities, and will include both multiple choice, mini case analyses, and short essay questions. As the exam dates are posted well in advance, it is your responsibility to ensure that you are free during the exam period.

## Course Policies

**Policy on late work:** Assignments will be turned in via Canvas "Assignments" and are due at 11:59 pm on their due date. Late submissions will automatically be marked down 5% for every day they are late. I will grant exceptions to this rule for documented medical emergencies. **No late submissions will be accepted for the BSG simulation.**

**Exams:** Students are expected to take the exams at the regularly scheduled times, unless permission has been granted by the instructor at least 2 weeks in advance in writing. All exams are individual work and collaboration on exams is not permitted under any circumstance. All exams are open book.

**Canvas and Electronic Communications:** Having access to and frequently checking Canvas and your UNCG e-mail will be important to your success in this course. Students can expect to receive communications from the instructor (via course "Announcements" or via email). You can expect to receive responses to your inquiries



within 24-48 hours. Students are responsible for all official correspondence sent to their standard UNCG e-mail address (@uncg.edu). I will assume that you check your UNCG e-mail account daily, and that you are aware of any communications or requests sent at least 24 hours prior to any assignment related to class meetings. (Privacy considerations, such as federal law, may apply when using an address other than the standard University e-mail address. For this reason, I cannot respond to any electronic communications that are not from a UNCG e-mail account.)

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

**Health and Well-Being:** Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, the Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to [recovery@uncg.edu](mailto:recovery@uncg.edu)

## 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:

- 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.
- 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.
- Clear statements of course expectations, policies, testing, and grading practices and student performance.
- Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.
- Knowledgeable assistance from your professor regarding class assignments and course contents.
- Your professor's behavior to reflect equitable treatment, ethical practices, and respect for human rights.
- Opportunities to challenge ideas and defend your beliefs in a professional manner.
- To be challenged to grow both academically and professionally.
- Your professor to abide by University policies and to have fairness and clarity in the evaluation of your performance.
- Adequate opportunity to appeal any perceived violations of the above rights.

You have specific responsibilities to:



- 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.)
- Attend each class on time and be prepared to discuss readings and participate in discussions.
- Complete assignments by due date and submit quality work.
- Understand and follow course policies as explained in class and in the syllabus.
- Commit yourself to grow academically and professionally.
- Work effectively and cooperatively as a team member on group projects as assigned.
- Practice ethical behaviors and display respect for the rights of others.
- Contact your professor and discuss circumstances that may prevent you from achieving acceptable performance and to make contact on a timely basis.
- Fully understand and abide by the UNCG Honor Policy and other University policies on student conduct.
- 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/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf)



## Course Calendar

This course is organized within a structure of scheduled course work (see session-by-session calendar below). You must manage your time effectively in order to complete the assigned course work according to the firm due dates listed in the calendar below.

Note: DMEL = Dess, McNamara, Eisner & Lee (eTextbook)

SESSION	DATE	DAY	TOPIC	ASSIGNMENT DUE (always at 11:59 pm)
1	18-Aug	Tuesday	Introduction to the course	<ol style="list-style-type: none"> <li>1. Read course syllabus</li> <li>2. Purchase textbook</li> </ol>
	20-Aug	Thursday	ZOOM SESSION (7-8 PM)	Q&A to help you orient yourself in the online course (where to find everything, how to get points for quizzes, how teamwork will be assessed etc.)
2	20-Aug	Thursday	Introduction to Strategic Management: Creating Competitive Advantages	<ol style="list-style-type: none"> <li>1. Read Chapter 1</li> <li>2. Watch lecture on Chapter 1 (on Canvas, 9 minutes)</li> <li>3. Take Chapter 1 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> </ol>
3	25-Aug	Tuesday	Analyzing the External Environment of the Firm	<ol style="list-style-type: none"> <li>1. Read Chapter 2</li> <li>2. Watch lecture on Chapter 2 (on Canvas, 3x 9 minutes)</li> <li>3. Take Chapter 2 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> <li>4. Read Case: The Global Casino Industry in 2019</li> </ol>
4	27-Aug	Thursday	Analyzing Strategic Management Cases	<ol style="list-style-type: none"> <li>1. Read Chapter 13</li> <li>2. Read slides (on Canvas)</li> <li>2. Take Case Analysis quiz (via Canvas Quizzes, 7 MC questions, 2 attempts)</li> </ol>
5	1-Sep	Tuesday	Case: The Global Casino Industry in 2019	<ol style="list-style-type: none"> <li>1. Re-read Case: The Global Casino Industry in 2019</li> <li>2. Submit <u>individual</u> written case assignment (upload document to Canvas Assignments)</li> <li>3. Submit peer evaluation of team members' contribution to case assignment</li> </ol>

	3-Sep	Thursday	ZOOM SESSION (7-8 PM)	Tutorial on BSG simulation
6	3-Sep	Thursday	Introduction to BSG simulation	<ol style="list-style-type: none"> <li>1. Register for BSG simulation game</li> <li>2. Take BSG simulation Quiz 1 (<a href="http://www.bsg-online.com">www.bsg-online.com</a>)</li> <li>3. Enter BSG practice decision (<a href="http://www.bsg-online.com">www.bsg-online.com</a>)</li> </ol>
7	8-Sep	Tuesday	BSG simulation	<ol style="list-style-type: none"> <li>1. Enter BSG decision 1 (year 11)</li> </ol>
8	10-Sep	Thursday	Assessing the Internal Environment of the Firm	<ol style="list-style-type: none"> <li>1. Read Chapter 3</li> <li>2. No lecture</li> <li>3. Take Chapter 3 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> </ol>
9	15-Sep	Tuesday	Business-Level Strategy	<ol style="list-style-type: none"> <li>1. Read Chapter 5</li> <li>2. Watch lecture on Chapter 5 (on Canvas, 11 minutes)</li> <li>3. Take Chapter 5 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> <li>4. Read Case: The Boston Beer Company: Brewing Up Success?</li> </ol>
	17-Sep	Thursday	ZOOM SESSION (7-8 PM)	Q&A on Ch. 5, upcoming case analysis, and BSG simulation
10	17-Sep	Thursday	BSG simulation	<ol style="list-style-type: none"> <li>1. Enter BSG decision 2 (year 12)</li> </ol>
11	22-Sep	Tuesday	Case: The Boston Beer Company	<ol style="list-style-type: none"> <li>1. Re-read Case: The Boston Beer Company: Brewing Up Success?</li> <li>2. Submit <u>team</u> written Beer case analysis (upload document to Canvas Assignments)</li> <li>3. Submit peer evaluation of team members' contribution to case assignment</li> </ol>
12	24-Sep	Thursday	BSG simulation	<ol style="list-style-type: none"> <li>1. Enter BSG decision 3 (year 13)</li> </ol>
13	29-Sep	Tuesday	Midterm Review	<ol style="list-style-type: none"> <li>1. Watch Midterm Review lecture (on Canvas, 50 minutes)</li> </ol>
14	30-Sep through 4-Oct		Midterm Exam	Open-Note Exam over Chapters 1, 2, 3, and 5 (via Canvas Quizzes). Exam is available 30-Sep through 4-Oct.

15	6-Oct	Tuesday	Corporate Level-Strategy	<ol style="list-style-type: none"> <li>1. Read Chapter 6</li> <li>2. Watch lecture on Chapter 6 (on Canvas, 3x 9 minutes)</li> <li>3. Take Chapter 6 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> <li>4. Read Case: Johnson &amp; Johnson</li> </ol>
	8-Oct	Thursday	ZOOM SESSION (7-8 PM)	Q&A on Chapter 6, upcoming case analysis, and BSG simulation
16	8-Oct	Thursday	BSG simulation	<ol style="list-style-type: none"> <li>1. Take BSG simulation Quiz 2 (www.bsg-online.com)</li> <li>2. Enter BSG decision 4 (year 14)</li> </ol>
17	13-Oct	Tuesday	Case: Johnson & Johnson	<ol style="list-style-type: none"> <li>1. Re-read Case: Johnson &amp; Johnson</li> <li>2. Submit <u>team</u> written case analysis (upload document to Canvas Assignments)</li> </ol>
18	15-Oct	Thursday	International Strategy	<ol style="list-style-type: none"> <li>1. Read Chapter 7</li> <li>2. Watch lecture on Chapter 7 Part 1 (on Canvas, 7 minutes)</li> <li>3. Take Chapter 7 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> </ol>
19	20-Oct	Tuesday	International Strategy cont'd / BSG simulation	<ol style="list-style-type: none"> <li>1. Watch lecture on Chapter 7 Part 2 (2x 8 minutes)</li> <li>2. Enter BSG decision 5 (year 15)</li> </ol>
	22-Oct	Thursday	ZOOM SESSION (7-8 PM)	Q&A on Chapter 7 and BSG simulation
20	22-Oct	Thursday	Strategic Control and Corporate Governance	<ol style="list-style-type: none"> <li>1. Read Chapter 9</li> <li>2. Watch lecture on Chapter 9 (on Canvas, 2x 8 minutes)</li> <li>3. Take Chapter 9 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> </ol>
21	27-Oct	Tuesday	BSG simulation	<ol style="list-style-type: none"> <li>1. Enter BSG decision 6 (year 16)</li> </ol>
22	29-Oct	Thursday	Creating Effective Organizational Designs	<ol style="list-style-type: none"> <li>1. Read Chapter 10</li> <li>2. No lecture</li> <li>3. Take Chapter 10 quiz (via Canvas Quizzes, 10 MC questions, 2 attempts)</li> </ol>

23	3-Nov	Tuesday	BSG simulation	1. Enter BSG decision 7 (year 17)
	5-Nov	Thursday	ZOOM SESSION (7-8 PM)	Q&A on Chapter 10 and overview of how to create the BSG strategic plan
24	5-Nov	Thursday	Managing Innovation and Fostering Corporate Entrepreneurship	1. Read Chapter 12 2. No lecture 3. Take Chapter 12 quiz (via Canvas Quizzes, 5 MC questions, 2 attempts)
25	10-Nov	Tuesday	BSG simulation	1. Submit BSG 3-year strategic plan for decisions 8-10 (years 18-20) 2. Enter BSG decision 8 (year 18)
26	12-Nov	Thursday	BSG simulation	1. Enter BSG decision 9 (year 19)
27	17-Nov	Tuesday	BSG simulation	1. Enter BSG decision 10 (year 20)
	19-Nov	Thursday	ZOOM SESSION (7-8 PM)	Q&A on Chapter 12, and BSG simulation report
28	19-Nov	Thursday	BSG simulation	1. Teams work on BSG report 2. BSG simulation peer evaluations available at 8 AM
29	24-Nov	Tuesday	BSG simulation	1. Submit BSG team report 2. Submit BSG peer evaluation
	30-Nov through 5-Dec		FINAL EXAM	Cumulative Open-Note Exam over entire course (access via Canvas Quizzes). Exam is available 30-Nov through 5-Dec.

End of Syllabus

