

**UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
BRYAN SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

COURSE SYLLABUS

COURSE NUMBER: MGT 491 Online

COURSE TITLE Business Policy and Strategy

CREDITS: 3:3
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PREREQUISITES

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

INSTRUCTOR INFORMATION:

*Instructor: John Ceneviva
Office: 354 Bryan Building
Phone #: 336-906-4509.*

Email address: jjcenevi@uncg.edu

Phone appointments are granted anytime upon student request (I am a resource. Use me when you need help!): I welcome the opportunity to discuss course content with students. Just because this is a large university does not mean you are not entitled to receive personal attention when needed. Email me to set up an appointment (phone, Teams video or in my office)

Course Materials

‘Strategic Management, Value Creation, Sustainability, and Performance’ by Page West, 7th edition, paperback. accessing instructions available on Canvas.

This course is available via the UNCG First Day Program ONLY.

Your first day fee is automatically billed to your student account. For that fee, you will receive a hard copy of the text for NO ADDITIONAL COST (a \$ 129 Value) . The e copy of this text can not be accessed through Canvas. So, DO NOT OPT OUT OF FIRST DAY.

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 to satisfy the needs of various stakeholders. We will explore in 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 activities.

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.

Student Learning Outcomes

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 using various tools (e.g., Five Forces, SWOT, 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 conditions 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 Design

The course is conveniently organized in **weekly modules**. Students are advised to **follow the modules to stay up to date on all current and upcoming content, assignments, and due dates**. Each Module calls for students to read a chapter then complete either a chapter quiz or an exercise that reinforces chapter learning. You will also have access to Chapter summaries (on line) and key terms (in the text) prepared by Dr West to help you focus your study.

There are 2 exams (noncumulative) – a midterm and a final that will be taken remotely over a 3-day window during the exam modules using a Lock Down Browser and the RESPONDUS video monitoring process.

And finally, one major team case study for extra credit to be awarded to team members who choose to opt in for the extra credit.

COURSE FLEXIBILITY AND LATE ASSIGNMENT POLICY:

This is an online asynchronous course. There is much flexibility built into the course design. Except for Tests.... Every assignment is available to you now. You may complete all the assigned assessments now, but I encourage you NOT to work ahead on quizzes. They should be taken after you read the chapter. Working ahead looking up the answers without reading the chapter defeats the purpose of the Chapter quiz and has proven to negatively impact grade performance of tests.

In case of technical or computer difficulties, notify 6 TECH

Email me after you contact 6TECH to let me know you are working out a problem.

Late assignments will not be accepted without prior approval. Assignment boxes close on the due date and assign a ZERO automatically. Therefore, I cannot accept late assignments without setting it up ahead of the due date. That includes problems caused by tech issues, equipment availability, work schedule shifts etc. So, if you anticipate an issue, let me know 12 hours before the deadline and we will work out a solution that fits your schedule.

ASIGNMENTS FOR ACHIEVING LEARNING OUTCOMES

It is important to note, that everything you need to complete the course is organized by weekly modules on the HOME TAB of Canvass. It is a one-stop place to access all the material required to complete assignments and take tests during the semester.

Assignments: Students will complete the following assignment in the course:

- 1. Chapter Quizzes:** AFTER YOU READ THE ASSIGNED CHAPTER FOR THE WEEK, you have a timed Chapter quiz to complete. Chapter quizzes are open book and are intended to provide practice for the course exams and help you focus on important course concepts.
- 2. Professionalism/Participation.** My evaluation of Professionalism/Participation is based on several factors.
 - 1) Participation** will be based on **Canvas Diagnostics** -The number (**quantity**) of your course interactions is tracked in canvas diagnostics. I will assign a grade based on this information. The grade will depend on the **number** of your canvas interactions compared to the rest of the class.
 - 2) Classmate and Instructor interaction.** It is important that you treat everyone in the class, my grader and me professionally. **The tone, manner and appropriateness** of your comments will be a factor in this evaluation. I will track additions and deductions and they will be applied to calculate this grade at the end of the semester.

Examples of interactions that may receive an increase in this grade are:

- if you discover and report a canvas problem to me early during an assignment so it can be fixed before other students are inconvenienced.
- if you receive unsolicited accommodation from a classmate for providing for going above and beyond to assist a classmate.

Examples of interactions that may receive a decrease in this grade are:

- submitting work late without a valid excuse then requesting an extension after the fact.
 - challenging grades without first attempting to review and understand the grading rubric or assignment directions.
 - inappropriate deflection of blame for incomplete or unacceptable performance on to the instructor, your teammates or work schedules.
 - unresponsiveness to your instructor or team leader's requests for information or meeting availability
- 3. Exams : A mid Term and a Final** Make-up tests will only be allowed in cases of medical emergencies or death in the family (documentation must be provided before the make-up exam is taken).

EVALUATION AND GRADING

The course grade composition will be as follows:

Special Assignments (2)	20%
Chapter Quizzes	40%
Professionalism	5%
Mid Term and Final Exam	45%
Total	100%

If a student fails to take a test without prior permission, they will automatically receive a 0.

POLICY FOR UTILIZING RESULTS FROM RESPONDUS SYSTEM

UNCG has authorized the use of the Respondus LD browser and Cam monitoring system which will be used in this course for all tests. You must have a computer with a camera and an audio recorder to take this course. You will be video recorded during the time you are taking the test.

The system monitors your face and voice while taking the test and **flags and rates suspicious behavior**. This system is intended to replicate a proctored classroom environment.

Students must use a web cam and audio recording on their laptop to take the test. Your entire face from the top of your head to below your chin must be visible. If you move away or get too close to the screen or are reading questions out loud or have someone else detected nearby-- Respondus will flag and rate you for suspicious behavior.

VERY IMPORTANT. If you are rated "high priority" (multiple suspicious activities), you will be assigned a ZERO for the test. It will be up to you to explain your behavior to reverse that grade. You will be given the opportunity to review your recording with me in my office if you believe you were inappropriately cited for cheating.

A complete set of directions for using RESPONDUS is posted with each set of test directions. Failing to follow these directions exactly will be considered a violation and a zero will be assigned.

Course Grading Scale

Grade	Percentage Score		Grade	Percentage Score
			C+	77-79.99
A	94 +		C	74-76.99
A-	90-93.99		C-	70-73.99
B+	87 -89.99		D+	67-69.99
B	84-86.99		D	64-66.99
B-	80-83.99		D-	60-63.99
			F	<60

RUBRIC FOR WRITTEN ASSIGNMENTS

Exceptional Work- A+ 97 to 100 Stands apart from even the best work in the class. Content covered demonstrating rare insight. Written expression is flawless grammatically and shows evidence of multiple rewrites before submission. (See written communication guidelines posted with this syllabus)

Superior Work –"Top of The Class". Assignment content thoroughly covered. Very minor issues with grammar or writing style A/A- (90-96)

Very Good Work perfectly acceptable for an Upperclassman. Content covered well. A few issues with writing style/grammar none of which interfered with reader comprehension B-/B/B+ 80-89

Good Work but needs some additional attention in both content and writing style C-/C/C+70-79

Work considered unacceptable. Content off topic ...many writing errors D/D- 60-69

Work Incomplete or Late will be assigned a Zero

Note above--- I grade writing style and grammar based on the principles of good business writing as taught in Marketing 309. Please use this Rubric to understand your grade on written assignments. I do not make comments on A+/ A/A- work. It is superior work as outlined above. You may send an email to make an appointment for a phone conference if you want feedback on any graded assignments no matter your grade even on superior work. You may appeal a grade as well . The Grade Appeal process is outlined on page 6 of this document.

REQUIRED TEXT/READINGS/REFERENCES

Strategic Management Page West 7th edition. Available via first day program on Canvas –Course Material tab.

ACADEMIC INTEGRITY POLICY

Academic integrity is central to UNCG's mission as a "student-centered university, linking the Piedmont Triad to the world through learning, discovery, and service." Make sure you understand and adhere to the principles of the University's Academic Integrity Policy as described in the Student Handbook (<http://sa.uncg.edu/handbook/academic-integrity-policy/>).

The Bryan School has prepared guidelines for student conduct. These guidelines can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

PARTICIPATION POLICY

Although this is an online class, **beginning the first day of the semester is required** of every student in the course. By this I mean logging in to canvas and completing the Begin Here Module by the end of the first week of class.

ADDITIONAL REQUIREMENTS/INFORMATION

- **DISRUPTIVE BEHAVIOR POLICY:** The instructor may withdraw a student from the course for behavior deemed by the instructor to be disruptive to the class. The grade assigned will be "W". if the behavior occurs before the deadline for dropping a course without academic penalty, and the instructor has the option of giving a "W" or a "WF" if the behavior occurs after the deadline.
- **ACCOMODATION FOR STUDENTS WITH DISABILITY:** Any student with disability requiring reasonable accommodation should inform me by email within the first week of class. The student must also provide me with a letter from the Office of Accessibility Resources and Services (OARS) with enough lead time for me to provide the specified accommodation(s).
- **RELIGIOUS HOLIDAYS:** Any student who cannot take an exam on the scheduled due date or participate fully in any other aspect of the course due to religious conflict must inform me by email within the first two weeks of class. If not, you are expected to submit your work on time.
- **WHERE TO FIND COURSE INFORMATION ON CANVAS:** The "Start Here" Module in Canvas has information on where to find the Assignments, and other information for the course.

- *CANVAS AND ELECTRONIC COMMUNICATIONS*: A number of course documents, including course lecture slides and readings, will be posted in Canvas. Please do not turn off your canvas alert system. Typically, an electronic communication will be sent to the class via Canvas announcement indicating that a new posting has been made. Having access to and frequently checking Canvas and your UNCG emails will be important to your success in this course.
- *EMAIL COMMUNICATIONS*: For this course, I will assume you check your UNCG email several times a day.
- *ETIQUETTE EXPECTATIONS*: Students are required to follow the following etiquette expectations:
 - Adhere to the same standards of behavior online that you follow everyday
 - Respect your classmates
 - Follow the specific instructor's directions regarding course process and instructor interaction.
 - Write complete sentences when sending an email message.
 - Do not use all CAPITAL LETTERS in your emails.
 - Be courteous, and never use offensive language in your posts or emails.
 - Sign your email messages and your discussion board posts.
 - Use the syllabus and other instructions provided to keep up with the course
- *GRADE APPEALS*. Students may, at their own discretion, appeal any grade they receive. Appeals must be received in writing within 3 days of the grade posting stating specifically the reason for the appeal. Grade appeals will have 3 outcomes—The grade may be increased, decreased, or stay the same.
- *TECHNICAL DIFFICULTIES*. Technical difficulties either with your own computer or Canvas should be directed to:

6- tech 6-tech@uncg.edu for computer and/or Canvas issues or call 336.256.8324

Pearson Technical support for issues relating to My Management Lab.