

**MGMT 408-02 Business Policy (CRN:13823)
Fall 2017 Syllabus**

INSTRUCTOR INFORMATION

Instructor: Dr. Jim Mueller
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Office hours: TR 9:30-12:00; Other times by appointment
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BASIC COURSE INFORMATION

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|-----------------|---|
| Class meetings: | TR 12:15-1:30 Tate 132 |
| Final Exam: | Tuesday December 12 th , 12:00 – 3:00 pm |

Catalog Course description: A course for senior business administration majors that draws together the functional areas of business operations (accounting, finance, marketing, human resources, management and production) as a means of developing the students' conceptual and decision-making abilities in both domestic and international contexts. *Prerequisite(s):* Senior standing; ACCT 203, ACCT 204, DSCI 232, DSCI 304 or INTB 314, ECON 200, ECON 201, FINC 303, MGMT 301, MKTG 302, MATH 104, MATH 105.

Required Textbook: Thompson, Arthur A. (2016) Strategy: Core Concepts and Analytical Approaches. McGraw-Hill.

Required Business Simulation: The Business Strategy Game

The textbook and required business simulation are purchased together in a bundled package directly from the website: <http://www.bsg-online.com>. Instructions for purchasing these materials will be given in class and posted on OAKS.

BUSINESS SCHOOL OBJECTIVES

COMMUNICATION SKILLS

Objective: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

Implementation: Each student is required to participate in a strategy presentation (team-based), a written annual report (team-based), a strategic management case analysis presentation, and a written case analysis (individual).

Demonstration of Achievement: Each student will demonstrate the ability to organize and present his/her thoughts both in oral presentation and written paper format.

QUANTITATIVE FLUENCY

Objective: Students will demonstrate competency in logical reasoning and data analysis skills.

Implementation: Students are required to engage in the computer business simulation, the Business Strategy Game, which requires analysis of both their firm and their competitors' financial and operational performance indicators. Students must also take the major field test in business, which measures quantitative fluency.

Demonstration of Achievement: In addition to the results of their firm's performance in the Business Strategy Game, the simulation has several built-in individual assessments for benchmarking performance against other teams/universities using the simulation. While no

minimum score on the major field test is a requirement for passing the course, the target performance level is to have 80% of students score in the 50th percentile or higher.

GLOBAL AND CIVIC RESPONSIBILITY

Objective: *Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.*

Implementation: *Students must read and discuss several cases in which examples of environmental and ethical issues in international business are addressed. Students will also make a short presentation on a company's social responsibility/irresponsibility profile.*

Demonstration of Achievement: *Ability to engage in discussion and recognize the ethical dilemmas illustrated in the cases and in the company they choose to investigate. The Business Strategy Game also has a built-in assessment tool to benchmark against other teams on the extent to which they implement sustainable (and green) strategies in the simulation.*

INTELLECTUAL INNOVATION AND CREATIVITY

Objective: *Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.*

Implementation: *Required components of the global strategy presentation are the firm's logo, slogan, and examples of creative copy to be used in advertising campaigns for their firm.*

Demonstration of Achievement: *Students must present the creative content of their global strategy, and undergo both instructor and peer assessment of their performance on creativity, effort, and the effectiveness of their creative effort.*

SYNTHESIS

Objective: *Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks*

Implementation: *The business strategy game requires a series of decisions in financial management, marketing, operations, logistics, forecasting/budgeting and human resource management. Several company annual reports will also be analyzed to assess the company's strategy using Rumelt's criteria for strategy evaluation.*

Demonstration of Achievement: *Students must satisfactorily address all of the relevant business functions in the operation of their firm in the BSG simulation. Performance is measured by how well they meet investor expectations, as well as how well they perform against other teams in the class. It is expected that 80% of students will be able to meet investor expectations in the simulation.*

COURSE OBJECTIVES

- Actively participate in interactive dialogues on course topics
- Demonstrate clear and logical writing skills during class assignments and cases
- Identify the key issue in a business case
- Use the analytic tools and techniques presented in class, such as external and internal environmental analysis
- Apply financial analysis to the argument development process
- Recommend strategies that are able to be implemented
- Demonstrate proficiency in presentation skills to include power point and public speaking

COURSE POLICIES

Attendance & Participation

While you are expected to attend all classes, you are allowed three hours absences without excessive absence penalty. More than three hours of absence may result in administrative withdrawal from the course (WA = F in GPA calculation), depending on the nature of the absences. **IMPORTANT NOTE: for a class meeting twice per week, 3 hours = 2 class sessions. For a class meeting once per week 3 hours = 1 class session.** Please be advised that attendance in classes meeting before the end of the drop/add period has ended ARE REQUIRED. If you miss a class, you also risk missing quizzes/assignments that are given in-class, for which there are generally no make-ups.

Absence verification procedure

(from Evelyn Nadel, Associate Dean of Students, Director of Community Relations):

- Go to 67 George Street (white house next to Stern Center) to discuss absences and fill out the appropriate forms. Call 953-3390 and ask for Constance Nelson if they have questions.
- Forms are also online at: http://www.cofc.edu/studentaffairs/general_info/absence and they also can be faxed to their office at 953-2290.
- Documentation is needed for health, personal or emergency situation

Communications Protocol. Electronic communications will be used extensively in this course. For communications with me, it is important that you put your course number in the subject line together with a brief description of the email topic. Please use your CofC email account. If you are using a non-CofC email account, you must include your name somewhere in the subject line. (*Example subject line: MGMT408-002 Sally Reed; draft of team project attached*). For all team communications, you also need to add your team name or number to the subject line, and you must copy all members of your team (unless it is a personal matter). I will also “reply to all” for team communications. Repeated (annoying) violations of this policy will result in a warning, followed by a reduction in your course grade for subsequent violations.

Assignments: Assignment guidelines can be found at the end of this syllabus. Changes/updates will be posted on OAKS content. A variety of assignments are required for this course, so please closely follow the submission requirements for each assignment--due date, required file format (pdf, ppt, xls, etc) submission location (dropbox, discussion board, in-class) and submission deadlines. Penalty for late submission of any coursework is an automatic F on that piece of coursework.

Accommodations for students with disabilities

This College abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act. If you have a documented disability that may have some impact on your work in this class and for which you may require accommodations, please see an administrator at the Center of Disability Services/SNAP, (843) 953-1431) for guidance on arranging such accommodations for this class. It is your responsibility to notify me in writing (email is fine) during the first two weeks of class if you need any special accommodations.

Honor Code. The College Honor Code is in force for all aspects of this course. All written submitted work may be checked electronically for originality/plagiarism check. Please read the CofC policy below.

College of Charleston Honor Code and Academic Integrity

Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student's actions are related more to a misunderstanding will handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student's file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student's transcript for two years after which the student may petition for the X to be expunged. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware that unauthorized collaboration--working together without permission-- is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others' exams, fabricating data, and giving unauthorized assistance.

Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the *Student Handbook* at <http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php>

COURSE REQUIREMENTS AND GRADING SCHEME

| | Weight |
|---|-------------|
| BSG simulation performance | 15% |
| BSG assignments (BSG quizzes, comprehensive exam and 3-year plan) | 10% |
| Quizzes & misc. assignments | 15% |
| Company annual report (team project) | 10% |
| Creative content strategy presentation (team project) | 10% |
| Case analysis, presentation, and discussion | 10% |
| Exams* (3 @ 10% each) | 30% |
| Total: | 100% |

*exam 1 is in-class, exam 2 is a cumulative final exam, and exam 3 is the major field test in business and is administered outside of the course.

GRADING SCALE

| Score (%) | Letter Grade | Quality Points | College Catalog Description |
|-------------|--------------|----------------|-----------------------------|
| 93.0 - 100 | A | 4.00 | Superior |
| 89.7 – 92.9 | A- | 3.70 | |
| 86.3 – 89.6 | B+ | 3.30 | Very Good |
| 83.0 – 86.2 | B | 3.00 | Good |
| 79.7 – 82.9 | B- | 2.70 | |
| 76.4 – 79.6 | C+ | 2.30 | Fair |
| 73.0 – 76.3 | C | 2.00 | Acceptable |
| 69.7 – 72.9 | C- | 1.70 | |
| 66.4 – 69.6 | D+ | 1.30 | |
| 63.0 – 66.3 | D | 1.00 | Barely acceptable, passing |
| 59.7 – 62.9 | D- | .70 | |
| Below 59.7 | F | 0.00 | Failure |

PLANNED COURSE SCHEDULE (BSG decision and assignment schedule on website)

| Class date | Topic/Assignment |
|-------------------|---|
| Aug 22 | Orientation and overview of course content, assessment and policies. Explanation of team assignments, formation of teams, and instructions for purchasing course materials and registration for simulation. Course Pre-test |
| Aug 24 | Purchase on-line course materials and register for BSG before coming to class. Read Chapter 1 of textbook “What Is Strategy and Why Is It Important?” Lecture: Introduction to Business Policy and Strategy |
| Aug 29 | Start reading the <i>BSG Player’s Guide</i> and start viewing BSG video tutorials Lecture: Introduction to <i>The Business Strategy Game</i> |
| Aug 31 | Read Chapter 2: Charting a Company’s Long-Term Direction: Vision, Objectives, and Strategy Work on decisions for practice round 1 (due at 11:00 pm) |
| Sept 5 | Read Chapter 3: Evaluating a Company’s External Environment Lecture: Global Business Environment and PEST In-class exercise: QUEST session (Quick Environmental Scanning Technique) Practice round 2 decisions due at 11:00 p.m. |
| Sept 7 | Lecture: Industry Analysis and Porter’s Five + 1 Forces Official BSG teams formed and game data reset to beginning during class. BSG Year 11 decisions due at 11:00 p.m. |
| Sept 12 | Read Chapter 4: Evaluating a Company’s Resources and Ability to Compete Lecture: Industry View vs. Resource-Based View of Strategy |
| Sept 14 | In-class exercises: Firm valuation and Competitor Profile Matrix BSG Year 12 decisions due at 11:00 p.m. |
| Sept 19 | Read Chapter 5: The Five Basic Competitive Strategy Options Lecture: Grand Strategies Framework |
| Sept 21 | BSG Year 13 decisions due at 11:00 p.m. Financial analysis quiz |
| Sept 26 | Read Chapter 6: Supplementing the Chosen Competitive Strategy Lecture: Business Models Framework |
| Sept 28 | BSG Year 14 decisions due at 11:00 p.m. |
| Oct 3 | Read Chapter 7: Strategies for Competing in Global Markets Lecture: International Business Concepts and CAGE analysis |
| Oct 5 | Case discussion (TBA) BSG Year 15 decisions due at 11:00 p.m. |
| Oct 10 | Read Chapter 8: Diversification Strategies Exam 1 review |
| Oct 12 | Exam 1 (Chapters 1-7 and BSG material) |
| Oct 17 | <i>No Class: Fall Break</i> |
| Oct 19 | Read Chapter 9: Strategy, Ethics, and Social Responsibility Lecture: The Social Responsibility/Irresponsibility Framework BSG Year 16 decisions due at 11:00 p.m. |
| Oct 24 | <i>Creative Content Strategy Presentations (post ALL presentations or links to presentations on OAKS discussion board by the beginning of class)</i> |

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| Oct 26 | Read Chapter 10: Building an Organization Capable of Good Strategy Execution BSG Year 17 decisions due at 11:00 p.m. |
| Oct 31 | Ethics & CSI/CSR presentations and discussion |
| Nov 2 | Read Chapter 11: Managing Internal Operations: Actions that Promote Good Strategy Execution BSG Decision 18 due |
| Nov 7 | Case Discussion (TBA) |
| Nov 9 | Read Chapter 12: Corporate Culture and Leadership—Keys to Good Strategy Execution BSG Decision 19 due |
| Nov 14 | Case Discussion (TBA) |
| Nov 16 | BSG Decision 20 due |
| Nov 21 | BSG Comprehensive Exam due by 11:00 pm. (no class--administered on-line.) |
| Nov 23 | No Class: Thanksgiving Break |
| Nov 28 | Team case presentations (Teams 1, 2, 3) |
| Nov 30 | Team case presentations (Teams 4, 5, 6) |
| | BSG Annual Reports due in OAKS dropbox by Monday, Dec 4th, 5:00 p.m. |
| Dec 12 | EXAM 2: Cumulative Final Examination 12:00 – 3:00 PM |
| | EXAM 3: Major field test in business. All business school seniors are required to take this exam. Exam details (date, location, sign-up procedure) will be announced as soon as they become available. |

Notes:

The official schedule for BSG decisions, BSG quizzes and assignments, and the on-line textbook quizzes are located on the BSG website. Modifications to this schedule will be announced via email. BSG simulations are normally due on Tuesday nights and chapter quizzes are normally due on Friday nights. All other assignments as indicated on schedule. Miscellaneous quizzes and assignments will be announced in class.

ASSIGNMENT DESCRIPTIONS

1. Business Strategy Game (BSG) Performance (15% of course grade) Your grade for the BSG is automatically scored by the simulation -- 50% of the grade is determined by how well you satisfy investor expectations, and 50% is how well you do compared to other teams in the simulation. I will use your “game-to-date” score, which can be seen on the simulation’s corporate lobby page (note: maximum score for grade = 100). However if your team can meet 100% of investor expectations, the worst score you can receive on the simulation is a “B”.

2. BSG assignments (10% of course grade) There are several embedded assignments with the game. Three are individual assignments (two BSG quizzes and a comprehensive exam) and at least one team assignment (3-year strategic plan). Due dates for these assignments can be found on the BSG website.

3. Quizzes and miscellaneous assignments (15% of course grade)

There are 12 textbook chapter quizzes available on the BSG website—these are open-book and you can work ahead to complete them. I will use your top 10 scores for a grade (i.e, I will drop your lowest 2 scores). Additional quizzes and assignments will be announced in class. There are no make-ups for quizzes, so please submit the on-line quizzes on time, and please attend all classes.

4. Strategy Presentation (10% of course grade) You are to create a presentation to describe your firm's unique brand image and other creative elements of its marketing strategy. The MINIMUM required components of presentation are company name, company logo/emblem, company slogan, and a sample of creative content for advertising (e.g. commercial, print ad, storyboard, etc.) The main emphasis should be on exhibiting your CREATIVE abilities in illustrating the company's branding strategy. There will be several examples of previous student creative efforts posted under the CONTENT section of OAKS.

Here are some components that previous presentations have included (note: these are NOT requirements, nor is the list all-inclusive): Mission Statement, Print advertisements, Story board for TV ads, Product brand names (if different from company name), Product descriptions/designs, Global standardization vs. multi-domestic approaches to strategy, Foreign language ads and brand names, Global Human resource strategy, Global Sourcing strategy, Global Environmental strategy, TV ads (students have filmed them), Company Website and other social media sites.

Format of Presentation

Although most students use powerpoint, you may use any presentation format as long as everyone else in the class can gain access to it when you post it to the OAKS discussion board. (e.g., a link to prezi presentation, YouTube video, or external website is perfectly acceptable). If you use something other than powerpoint, you must also provide me with a pdf version of your presentation (e.g. screen shots) that I can keep on file for one year.

Due Date: All projects must be posted to OAKS discussion board by beginning of class on the day of the presentation. Peer evaluations will be collected in the next class session.

Grading of presentation

Instructor grade: I will be grading using three main components: creativity, effectiveness, and effort.

Peer grade: Part of your grade will be determined by peer evaluation of your presentation. Peer evaluation components are company name, company logo, slogan, advertising, creativity, effort, and overall effectiveness.

5. Company Annual Report (10% of course grade)

You are required to submit an annual report of your company's operations, following the SEC's form 10-k reporting guidelines (modified for this course). While you may include as much "glossy fluff" that you want to improve the appearance of your report, you MUST have the following sections:

Chairman's letter, *PLUS* the following components of the 10-k report:

- Description of Business
- Risk Factors
- Properties
- Market for Registrant's Common Equity and Related Stockholder Matters
- Selected Financial Data
- Management's Discussion and Analysis of Financial Condition and Results of Operations

Please look at the annual report of any publicly traded enterprise (with a form 10-K filing) for an example of the above components. We will be reviewing several of them in class. I will also post student-created sample annual reports on OAKS for you to look at as well. If you have any questions, please ask me.

Additional Guidelines:

- You may use Year 18, 19, or 20 as the basis year for your report.
- You must include financial data for a 3-year period (e.g. if you choose year 20 as the basis year, then you would also include years 18 and 19 in your financial trend analysis.)

- **Due Date:** Report must be submitted in **PDF format** to the **OAKS dropbox** by date indicated on course schedule.

6. Team Case Analysis, Presentation, Discussion, and Peer Evaluation (10% of course grade)

Working in teams, you are required to analyze an assigned company's strategy and performance and make a presentation on your findings to the class. You will also be tasked with leading the discussion/critique of another team's presentation. Please read the textbook's guidelines on analyzing/presenting a case. I will also provide further guidelines in class.

7. Exams (3 @ 10% each)

Exam 1 will cover (approximately) the first 7 chapters of the textbook and the BSG game. Exam 2 is cumulative covering all course material and is administered on the final exam date. Exam 3 is a standardized exam administered outside of the course by the dean's office (see description below). A score in the 50th percentile on this exam equates to a score of approximately 75 for your course grade. Anyone scoring in the 90th percentile or higher on this test will also be exempt from the course cumulative final exam.

ETS Major Field Test (description provided by School of Business Dean's office)

The ETS Major Field Test is a two-hour multiple-choice test administered to graduating students assessing mastery of general business concepts, principles, and knowledge. The test also evaluates students' abilities to analyze and solve problems, understand relationships, and interpret material. The content area includes: accounting, economics, management, quantitative business analysis, information systems, finance, marketing, legal and social environment, and international issues.

This is an important evaluation that the School of Business uses to gather student learning data to improve our courses and programs so that students will be competitive in today's job market. The aggregate data, analysis of the data, recommendations for program improvement, and follow-up assessment are reported to our accrediting agencies. We have longitudinal comparative data from 2006 to the present.

Direct benefits to students include:

- Add high percentile scores to your resume or in application letters to graduate programs
- Enhances the reputation of the School of Business, increasing the value and recognition of your degree

All seniors in the capstone courses are required to take the test. We appreciate your participation and encourage you to take this seriously by giving your best effort to the test. Sign-up information will be forthcoming.