

College of Business

Tennessee State University

Fall 2012

Course Syllabus (ver. 8272010)

CRN 80340 MGMT 4500-01 AWC Rm 272 ttr1:00-2:25

CRN 80342 MGMT 4500-80 AWC Rm 275 t 5:30-8:30

BUSINESS STRATEGY AND POLICY Sections 01 & 80

Credit Hours 3.0

Mr. Perry Lewis, MBA

Office–K-440 AWC

Office Hours by Appointment:

Tuesday 8:00 to 11:00 AM, 4:00 to 7:00 PM

Wednesday 10:00 AM until 5:00 PM

Thursday 8:00 to 11:00 AM

Department Phone number–963-7123

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Required Text: *Essentials of Strategic Management: The Quest for Competitive Advantage.*
 Authors: John E. Gamble & Arthur A. Thompson, Jr.
 Publisher: McGraw-Hill Irwin ISBN: 978-0-07-353030-7

Required Electronic Support Materials:

Capsim – www.capsim.com Industry code: 01 - **C52913**

80 - **C52914**

Course Description:

Purpose of the Course:

This is the capstone course for the undergraduate business school curriculum. The course is designed to allow the student to integrate the functional area knowledge gained in core business areas. Furthermore, the student will learn how to evaluate alternatives to design and implement policies and strategies to meet the goals of the organization.

Scope of the Course:

This course is first and foremost a course about strategy and about managing for success. The course centers on the theme that a company achieves sustained success if and only if its managers

have a timely strategic plan for running the company and implement and execute the plan with proficiency.

Course Goals

1. Apply knowledge gained in core business courses in case analysis
2. Develop a capacity to think strategically about a company, its business position, and how it can “gain sustainable competitive advantage”
3. Analyze the process by which strategies are formed and executed
4. Improve managerial communication skills
5. Enhance managerial judgment
6. Assess business risks
7. Create results - orientated action plans

Course Learning Objectives:

1. Understand the basic concepts of management.
2. Understand the world of management, including the nature of management, the emerging paradigm, and the learning organization.
3. Understand the environments of management and organizations.
4. Learn and apply concepts of planning, strategy, strategy formulation and implementation, and decision-making.
5. Learn and apply basic concepts of organizational process.
6. Understand the basic concepts of organizational behavior.
7. Understand globalization, multicultural, and diversity issues that impact business.
8. Understand technology relevant to the managerial functions

Course Prerequisites: THIS COURSE HAS SIGNIFICANT PREREQUISITES – see page 12 for listing. Fill out, sign and return this form by the second class meeting or be dropped from the class.

Course Requirements

Assignments indicated in the section on course outline reflect the plan for presentation of course materials and will be followed as closely as circumstances permit. **Adjustments may, however, be made from time to time by class announcement. Each student is responsible for compliance with all announced adjustments.**

1. Prepared Assignments

(A) Course Testing/Exams

There will be one quiz and two exams covering the material in the text plus class lectures, discussions, and handouts. The test will emphasize the student’s understanding of the implications and interaction of concepts covered in the course. Rote memorization of definitions is neither desired nor sufficient for success on the examinations. Make-up examinations will not be given in this class except under the most extreme circumstances. The professor should be notified as soon as possible of these circumstances. **Unexcused absence on the day of the exam will result in an exam grade of zero.**

CompXM Exam

CompXM is an individual simulation exam that allows you to demonstrate your mastery of both the process and integrated functional content necessary to successfully compete in the Capstone simulation. You will be asked to make 4 rounds of decisions and answer 5 rounds of questions related to your decisions and the subsequent competitive performance. CompXM is a online exam. You will be given a two-week window near the end of the semester to complete the exam. The deadline for the exam is firm and your grade will reflect your level of performance/completion to that point.

MFT/ETS

This is a national standardized business exam that measures and integrates all of the functional knowledge that you gained throughout your business school career.

(C) Capsim Simulation

Rehearsal

The Capsim rehearsal is an individual exercise designed to familiarize each student with the theory and mechanics of the Capstone simulation. As such, completion of eight (8) rehearsal rounds (4 coached, 4 un-coached) is critical for students to be solid contributors to their group effort. While rehearsal is a pass/fail assignment, failure to complete the required rounds by the due date will have a decidedly detrimental effect (up to two letter grades) on your simulation performance grade.

Simulation Competition

The class will be organized into teams (companies) for the Capstone business simulation. Students will be given a booklet that explains the simulation. The industry ID above is required for you to log on and register with the Capsim simulation at www.capsim.com. While the simulation competition is a team project, there are components of the process {rehearsal and CompXM) that are to be done individually. Some time will be provided in class for group work and decision making, but students should be prepared to dedicate a significant amount of time outside of class for group work, as well.

Simulation Presentation/Paper

Groups will also be responsible for a brief paper and extended formal presentation based on your Capstone experience. The paper will cover your company's expected strategy, structure, and implementation plans for the Capsim Competition Rounds. This will be due by the end of the Simulation Practice Rounds (SPR3). The formal presentation will follow the completion of the competition round and will discuss the company's performance in the simulation, as well as what plans they would carry forward if the competition were to continue for another 8 years. This presentation will simulate a presentation to the Board of Directors, with attire and style consistent with this setting. Further details will be provided.

Peer Evaluation/Group Management

Groups should "manage" themselves. As such, group members should agree on (and WRITE DOWN AND TURN IN) expectations and norms for performance as soon as possible. Group members should counsel those who fail to live up to this agreement in a timely manner. Should group intervention fail to correct the problem, group members should consult with the instructor immediately so that the instructor may counsel the offending individual(s). Once this process has been completed, groups have the right to "fire" non-performing members. Fired members must either find another group willing to "employ" them or suffer the consequences of not completing all course requirements.

Note: All documents are to be typed, spell-checked and grammar checked, space and a half line spacing, 1" margins, and headings.

1. **Participation:** Students are expected to read the pages assigned for each class period before the class meets and to enter into the class discussions. Failure to read the assignments will diminish the quality of these discussions. The expectation is that you will come to class prepared to discuss and apply the assigned material.
2. **Method of Instruction:** Simulation, facilitative discussions, small-group activities, peer teaching,

self-assessments. A variety of work is expected including written case analyses, case discussions, and participation in class exercises.

4. **Communication:** All communications from you to me regarding absences, late assignments, etc. are to be delivered in writing (email preferred). Conversations between us should be documented by you in writing. If it is important to you, document it!
5. **Class Attendance and Punctuality: (Further instructions on this section will be discussed in class)** Starting the first class of the semester, the instructor will take attendance. Arriving late and/or leaving early is unprofessional behavior and disruptive. Late arrivals and early departures will be considered as partial attendance (**1/2** of an absence). Excessive unexcused absences will result in students being dropped from the class.

Students not present when attendance is taken will be marked absent. It is the student's responsibility to remind the professor to change the "absence" to "late". This reminder must be given at the end of the class period to be eligible for change.

If a registered student never attends class, he or she will receive and 'X' for the course. (NOTE: 'X' is equivalent to the letter grade 'F'.)

10. **Syllabus Changes:** As mentioned above, changes may be made in this course syllabus. Any changes will be announced in class. It is the student's responsibility to be aware of any such announced changes.

6. Basis of Grade Evaluation:

Grade Component	Weight
Exams (two at 12.5% each)	25%
CompXM Exam	10%
Individual Case(s)	15%
Simulation Simulation Rehearsal (P/F) 20% Performance on Simulation 65% (see simulation grading below) Group Participation Score 15%	30%
Group Presentation	10%
ETS/MFT exam	10%
Total	100%

a. **Course Policy:** All assignments are due at the beginning of class period. Work turned in late (after the first five minutes of the commencement of class) will be penalized **one letter grade per day late**. This policy is in effect for group projects, as well. Students who do not turn in all work will not pass this course. Late work will be accepted no later than one week past the original due date as stated in this syllabus (except by prior arrangement).

b. **Grading Scale** (may be adjusted with notice)

Course Grading
A = 100 - 90%

Simulation Grading**
4800 + = A

B = 89 - 80%
 C = 79 - 70%
 D = 69 - 60%
 F = 59% and below

4799 to 4199 = B
 4099 – 3400 = C
 3399 – 2800 = D
 Below 2799 = F

Winning team receives 5% added to final course grade.

**Scores from “Analyst Report” under “Industry Scoring/Analysis and Scoring” in Capsim

Professor reserves the right to take attendance and class participation into account when determining your final grade.

7. ASSIGNMENTS (subject to change)

Date	Text Assignment	Written/Case
Week 1	Course Introduction; Simulation introduction; Team formation	
Week 2	Chapter 1 – <i>Strategy and the Quest for Competitive Advantage</i> Chapter 2 – <i>Leadership and the Strategic Management Process</i>	Deadline Capsim sign-up
Week 3	Chapter 3 – <i>Competitive Strategy and Advantage in the Marketplace</i>	Simulation Rehearsal Due
Week 4	Chapter 4 – <i>Industry and Competitive Analysis</i> Introduction to Case Analysis Simulation Practice Round 1 (SPR1)	
Week 5	Chapter 5 - <i>Analyzing a Company's Competitive Strength and Cost Structure</i>	Case: Panera Bread (#5) SPR2 10pm
Week 6	Exam 1 , Chapters 1 -5	Exam 1
Week 7	Simulation Competition Round (SCR) Prep	
Week 8	Chapter 6 - <i>Implementing/Executing Chosen Strategy</i>	
Week 9	Chapter 7 – <i>Ethical Business Strategies</i>	
Week 10	Chapter 8 – <i>Strategies for Competing in International Markets</i>	
Week 11	Chapter 9 – <i>Strategies for Multi-Business Corporations</i>	
Week 12	MFT TESTING – 5:00 – 8:00pm	
Week 13	Chapter 9 cont.	
Week 14	Simulation Presentations	CompXM Exam Due - 10pm (CST)
Week 15	Final Exam	

ACADEMIC INTEGRITY:

Academic honesty and integrity lie at the heart of any educational enterprise. Students are expected to do their own work and neither to give nor to receive assistance during quizzes and examinations. Deliberate violations of academic integrity (plagiarism, cheating, and misrepresentation of information) and fabrication are not tolerated. Actions outlined in the Tennessee State University Student Handbook under Code of Student Conduct will be followed for incidents of academic misconduct.

REASONABLE ACCOMODATIONS:

TSU does not discriminate on the basis of an individual's disability and complies with section 504 and Public law 101-366 (Americans with Disabilities Act) in its admissions, accessibility, treatment and employment of individuals in its programs and activities, as defined under the law, who are otherwise qualified to meet the institution's academic and employment requirements. Students needing assistance may call (615) 963-7400 or 963-7872. It is the student's responsibility to follow the procedures outlined by TSU if accommodation is needed. Any student eligible for and requesting academic accommodations due to a disability are requested to provide a letter of accommodation from the Office of Disabled Students Services within the first two weeks of class.

Religious holidays/excused absences

If you need arrangements made due to religious holidays, you should make your request in writing within the first two weeks of class. If you are involved in official student activities that require school sanctioned absences' turn in a written request with the expected absence dates within the first two weeks of class.

CODE OF STUDENT CONDUCT:

There will be no eating, drinking, sleeping or disruptive behavior in the classroom. Each student is encouraged participating in classroom activities, asking questions, and working along with the class as recommendations/problem solutions to illustrations, examples, and cases are examined. Additionally, cell phones must be turned off upon entering the classroom and should remain so until class has ended. Action will be taken against those students who do not adhere to appropriate classroom behavior.