

BUS4900 Spring 2008 Business Policy and Strategy

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Office Hours: MON/ TUE/ WED/THUR 9:30-11:30: TUE/THUR 1:30-2:30 or other times by appointment
Class Meeting: Section A MON/WED 8:00-9:30AM Section B WED 6:30-8:50PM
Text: Thompson, Strickland and Gamble, *Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Readings* 15th Edition.

Thompson, Stappenbeck, and Reidenbach, *GLO-BUS: Developing Winning Competitive Strategies* (register to participate at www.glo-bus.com.) **To complete registration, you will need (1) either a credit card or the Prepaid Access Code on the card that was shrink-wrapped with your copy of the text and (2) the company registration code provided by the instructor.**

These items are “value packed” together in the bookstore. **DO NOT MISPLACE THE GLO-BUS CARD** or you will have to repurchase the simulation.

COURSE DESCRIPTION: From Catalog “This capstone course develops sound judgment based on current knowledge, the present environment and ethical considerations. Case studies in top managerial decision-making, policy formulation and strategic planning are required. Integration of the various business functions is studied so that the student will become proficient in solving organizational problems. Prerequisite: ECON 101, 102; ACCT 101; MATH 236; CS 101; senior standing.”

This course requires extensive computer use and presentation (verbal and written) skills.

Customized Support Menu: We all have heard the adage you can lead a horse to water but you can’t make him drink. Education is much the same. Just as the horse is in control of how much, if any, water it drinks, you are in control of how much you learn. (No I am not calling you a horse). In this class you will assume a leadership role and determine the level of guidance you receive.

As you approach unfamiliar grading events or if you are not comfortable with your skill level on a particular type of assignment it may be best to reach out and seek additional guidance. As you gain mastery you may be comfortable with less instructor guidance. You are in control of this process! If you are uncertain if you need assistance, you are encouraged to refer to the menu and place an order. (Wouldn’t you rather confirm you were in good shape rather than risk a grade?)

Every written assignment will receive detailed comments when graded.

The customized support menu includes the following items.

- Review of written assignment drafts prior to grading (you must allow at least three days before the assignment is due for comment).
- Presentation practice feedback
- Help with outlining answers
- Clarification of questions
- One on one review of specific topics
- Test review help
- Post assignment / test one on one review and feedback.
- Extra credit may be made available to the class as a whole (there will no extra credit opportunities that are not available to the entire class).
- You may request other support that you would find helpful, don’t be shy if it help you it may help you fellow students also!

You control this process; please use it to your advantage!

GRADING

Grading event	Points	Grade Schedule	
Midterms (2)	30	A	>89
Major Field Test	5	B	>79<=89
Final - Exit Test	10	C	>69<=79
Simulation (team)	20	D	>59<=69
Simulation Quiz 1	2		
Simulation Quiz 2	3	F	<=59
Simulation Interim Reports	5		
Strategy in the News	5		
Readings- written report (team)	10		
Participation	10		
Simulation Peer Evaluation	*up to 2 pts extra credit		

All grade appeals must be made within seven days of the original distribution of the score for the grading event. Materials not returned to the student may be destroyed after this waiting period.

LATE WORK: All written assignments are due within ten minutes of the scheduled start of class on the due date. Late work, unless otherwise noted, will be reduced in grade by 20% per 24 hour period (including non-class days and weekends). All assignments must be handed in prior to the scheduled final exam period if they are to be considered for grading. Missing class does not excuse assignment lateness.

All GLO-BUS decisions are due by 7:00 AM (day section) or 5:00 PM (evening section) on the date indicated. Failing to complete GLO-BUS decisions prior to the due time will automatically cause the previous decisions to be repeated. These decisions may not be reversed after the due time.

PARTICIPATION: Student participation in class discussions is a critical feature in the learning process for this course and students are expected to participate in every class session. Unless prior arrangements are made, students arriving 10 minutes after the scheduled start of the class, or departing 10 prior to the completion a class may be considered "absent." The ceiling for the student's class participation grade will be calculated based on the percentage of classes attended. Students who cannot attend class due to a Greensboro College commitment and that make prior arrangements with the instructor may receive participation credit through the completion of an additional assignment. This may also be applied in the case of illness requiring a doctor's care and a death in the immediate family. If a student is unable to make prior contact in these situations, they must contact the instructor within seven days of the missed class to request an exception. Excessive absence will cause you to be dropped from the course.

STRATEGY IN THE NEWS: During the term, students are to find, summarize and present FIVE (5) current news articles related to the topic of business strategy. A brief (¼ to ½ page) summary of the article and a brief (again ¼ to ½ page) explanation of how the article is relevant to what we have covered in class is to be typed and stapled to the article. Articles are to be presented verbally in class. Students may not present more than one article per class. News presentations are not permitted on test or presentation days. **AT LEAST TWO OF THESE REPORTS MUST BE MADE PRIOR TO SPRING BREAK.** Changes in the course schedule do not excuse the presentation requirement. The relevance of the article, and quality of the written and verbal presentation will be considered in the grading of this criterion. **STUDENTS MUST TIE THEIR ARTICLES TO A RELEVANT STRATEGY TOPIC PRESENTED IN THE TEXT.**

READINGS: All students are responsible for the completion of the readings found in Part Two of the text however; the written and presentation assignments will be completed as teams. There are six sets of readings (see selections below). The teams for the reading assignments will be the same as those used for the simulation.

Written Reports- Each group will prepare, according to the schedule on the syllabus, a typed report on each set of readings. This report is to contain the following:

- For each of the articles in the assigned set of readings, a one to two page summary of the article and its key points.
- For the set of readings, a one to two page presentation of how the readings interrelate with themselves and with the text materials.
- Five questions, and their answers, which someone that has completed the readings should know.
- The team should hand in one package, stapled, with a cover page. The cover page should contain the assignment title, the team name, and a listing of team members.

Grading of the written portion of this assignment will be based upon the completeness of the response and the level of understanding the paper communicates. The written presentation (neatness, spelling, grammar) will be a factor in the grade.

Verbal Presentation

Teams will be randomly assigned to do the report on the set of readings. These assignments will be made shortly after the teams are formed. If there are fewer six teams, some teams will be required to make more than one verbal report. If there are more than six teams, some teams will not have to formally report on the readings. Presentations are to be formal and professional. Students are expected to use PowerPoint to assist in communicating the key points of their presentation. Presentations are to last no more than 10 minutes. The presentation content should mirror the material required in the written portion of the assignment. Teams are to hand in a paper copy of their slides to the instructor prior to their presentation.

Following the presentation, non-presenting teams will each ask the presenting team one question from their list of prepared questions.

Presentations will be graded on their professionalism, their delivery, grammatical correctness and content. The presenter's ability to answer the class and instructor questions will also be a factor in the grade.

If a student team is required to make more than one readings presentation, their presentation grades will be averaged for consideration in the calculation of the final grade. If a team does not have to make a readings presentation, the grade points assigned to the written portion of the assignment will be proportionally increased.

Assigned Readings Collections- DUE DATES INDICATED ON COURSE SCHEDULE

Report 1 (Chapters 1-2)

What Is Strategy and How Do You Know If You Have One?

Walking the Talk (Really!) Why Visions Fail?

The Power of Business Models

Report 2 (Chapters 3-6)

A New Tool for Strategy Analysis: The Opportunity Model

Playing Hardball

Value Innovation: A Leap into the Blue Ocean

Report 3 (Chapters 7-8)

Strategies for Asia's New Competitive Game"

Racing to Be Second: Conquering the Industries of the Future

Report 4 (Chapter 9)

Insights from the New Conglomerates

Report 5 (Chapter 10)

Competing Responsibly

The Ethics Commitment Process: Sustainability through Value-Based Ethics

Report 6 (Chapter 11)

The Seven Habits of Spectacularly Unsuccessful Executives

GLO-BUS SIMULATION

Company co-managers make 44 types of decisions each period, ranging from R&D, camera components, and camera performance (10 decisions) to production operations and worker compensation (15 decisions) to pricing and marketing (15 decisions) to the financing of company operations (4 decisions). Each time participants make a decision entry, an assortment of on-screen calculations instantly shows the projected effects on unit sales, revenues, market shares, unit costs, profit, earnings per share, ROE, and other operating statistics. These on-screen calculations help team members evaluate the relative merits of one decision entry versus another and stitch the separate decisions into a cohesive and promising strategy. Company performance is judged on five criteria: earnings per share, return on equity investment, stock price, credit rating and brand image. Student grades will be based upon team performance against these criteria as they compare to industry expectations and against other teams. **Student Teams** will be formed by the class and are to consist of 3-4 members. Each team member will receive the same grade for team activities.

All activity for *GLO-BUS* occurs at www.glo-bus.com.

A Player's Guide is delivered at the website—students can read it on their monitors or print out a copy, as they prefer.

There are extensive built-in "Help" screens explaining (a) each decision entry, (b) the information on each page of the Industry Report and the Competitive Intelligence Reports, and (c) the numbers presented in the Company Reports.

The results of each decision are processed automatically on the simulation's server and made available to all participants *within 15-20 minutes following the decision deadline.*

A “scoreboard of company performance” incorporates two performance measures: (1) how well each company meets “investor expectations” on earnings per share, return on shareholders' equity (ROE), stock price appreciation, credit rating, and image rating and (2) how well each company stacks up against the “best-in-industry performer” on each of these same 5 measures. **TEAM SIMULATION SCORES ARE BASED UPON THESE MEASURES.**

GLO-BUS Presentation- The simulation allows students to use the **Company Presentation links** on their Corporate Lobby screen to develop a PowerPoint presentation complete with charts and graphs showing their company's performance. This link provides students with suggestions regarding the content of their slide presentation. Team presentations dates are indicated on the schedule. Team presentations are to last between five and 10 minutes. **BE SURE TO REVIEW TREND DATA and Lessons Learned.** I believe these are the most important parts.

There are two quizzes assigned to test student knowledge of the simulation. These quizzes are on line and are to be completed by individual students and not the group. Keep in mind that both quizzes are “open book.” **DUE DATES ARE INDICATED IN THE COURSE SCHEDULE.**

Quiz 1, which covers the Player's Guide, is relatively easy since students the open-book nature of the quiz allows students to look up the answers they don't know right off. Students can easily get a high score if they have read the Guide and refer to it during the course of taking the quiz.

Quiz 2 is more difficult than Quiz 1. Quiz 2 consists mostly of questions that require students to make calculations or otherwise indicate their command of where the numbers in the company reports come from—it has a time limit of 90 minutes (versus 45 minutes for Quiz 1). All of the quiz questions tell the students on which Help/More Info screens the answers can be found. So students can make a high score by using printouts of the Help/More Info screens to help them determine the correct answers for the 20 multiple-choice question comprising Quiz 2.

Peer evaluations provide very valuable information about how well a company's management team functioned from the perspective of the co-managers—attendance at meeting, teamwork, contribution of ideas and suggestion, leadership, and so on. The responses to the peer evaluation are automatically scored and recorded the deadline for completing the peer evaluations corresponds to the deadline for the last decision.

INTERIM WRITTEN REPORTS ARE REQUIRED. These reports are to be in the form of a PowerPoint presentation. The expected format of these reports is posted on Moodle. In addition to a score of “0” for the assignment, failure to file these reports will result in a \$40,000,000 being assessed to the offending team for the following period. Substantially incomplete reports will result in partial fines being assessed. **LATE INTERIM REPORTS WILL NOT BE ACCEPTED. Reports are due for decision rounds 8 and 11.**

MAJOR FIELD TEST- All students will be required to take a standardized test of business knowledge. Your grade for this event will be based upon your percentile ranking. In the unlikely event that the Educational Testing Service does not process the test scores in a timely fashion, the points allocated for this event will be assigned to the total available to tests.

MID TERM TEST- Tests one and two will not be specifically cumulative however as points repeat in the text, items from earlier chapters may appear in test two.

FINAL or PROGRAM EXIT TEST- The “final” for this course will test your overall knowledge of from the required courses in the curriculum. This test is multiple choice and will consist of questions from your required course work.

EXIT SURVEY- The completion of the exit survey is required. No points are assigned for this activity however failure to complete this survey will result in a grade of “incomplete” to be assigned. Students will receive the link to complete this survey on their College email account. The survey is administered by an outside organization and all responses will be confidential.

Schedule- Day Section-SUBJECT TO CHANGE

C	Date	Topic	GLO-BUS (GB) Bus Assignments	Readings Assignments
W	16-Jan	Intro	GB teams recruited IN CLASS	
M	21-Jan	C-1 what is strategy		
W	23-Jan	Intro to Glo Bus C- 2 crafting strategy	GB teams established	
M	28-Jan	C-2 cont		
W	30-Jan	C-3 external environment	GB Practice Decision 1 due Read GB Participant Guide	
M	4Feb	C-3 cont		Readings Report 1
W	6-Feb	C-4 internal environment	GB Practice Decision 2 due GB On line quiz 1 due	
M	11-Feb	C-4 cont – SPECIAL TOPIC ON HR		Readings Report 2
W	13-Feb	C-5 generic strategies	GB YR 6 Decision due	
M	18-Feb	Test 1 chap 1-5		
W	20-Feb	C-6 supplementing strategy	GB YR 7 Decision due	
M	25-Feb	C-6 cont		Readings Report 3
W	27-Feb	C-7 foreign markets		
M	3-Mar	BREAK		
W	5-Mar	BREAK		
M	10-Mar	FLEX		
W	12-Mar	C-8 industry specifics	GB YR 8 Decision due GB INTERIM REPORT	
M	17-Mar	C-9 diversification	GB YR 9 Decision due GB on line quiz 2 due	
W	19-Mar	C-9 cont		Readings Report 4
M	24-Mar	C-10 ethics		
W	26-Mar	ASSESSMENT DAY	GB YR 10 Decision due	
M	31-Mar	MAJOR FIELD TEST		
W	2-Apr	MAJOR FIELD TEST	GB YR 11 Decision due GB INTERIM REPORT	
M	7-Apr	C-10 cont	GB YR 12 Decision due	Readings Report 5
W	9-Apr			
M	14-Apr	C-11 organizational capability		
W	16-Apr	C-11 cont	GB YR 13 Decision due Peer evaluations due	Readings Report 6
M	21-Apr		GLO BUS PRESENTATIONS	
W	23-Apr	Test 2 chap 6-9 “FINAL”- Exit Test		
M	28-Apr			
W	30-Apr	EXAM PERIOD STARTS		

** All GLO-BUS decisions are due by 7:00 AM on the date indicated. **

Evening Section- SUBJECT TO CHANGE

C	Date	Topic	GLO-BUS (GB) Bus Assignments	Readings Assignments
W	16-Jan	Intro C-1 what is strategy Intro to Glo Bus	GB teams recruited IN CLASS	
W	23-Jan	Intro to Glo Bus cont. C- 2 crafting strategy	GB teams established	
W	30-Jan	C-3 external environment C-4 internal environment	GB Practice Decision 1 due Read GB Participant Guide	Readings Report 1
W	6-Feb	C-5 generic strategies SPECIAL TOPIC ON HR	GB Practice Decision 2 due GB On line quiz 1 due	Readings Report 2
W	13-Feb	Test 1 chap 1-5	GB YR 6 Decision due	
W	20-Feb	C-6 supplementing strategy	GB YR 7 Decision due	Readings Report 3
W	27-Feb	C-7 foreign markets		
W	5-Mar	BREAK		
W	12-Mar	C-8 industry specifics C-9 diversification	GB YR 8 Decision due GB INTERIM REPORT	
W	19-Mar	C-9 cont	GB YR 9 Decision due GB on line quiz 2 due	
W	26-Mar	C-10 ethics	GB YR 10 Decision due	Readings Report 4
W	2-Apr	MAJOR FIELD TEST	GB YR 11 Decision due GB INTERIM REPORT	
W	9-Apr	C-11 organizational capability	GB YR 12 Decision due	Readings Report 5
W	16-Apr	C-11 cont	GB YR 13 Decision due Peer evaluations due GLO BUS PRESENTATIONS	Readings Report 6
M	21-Apr			
W	23-Apr	Test 2 chap 6-9 "FINAL"- Exit Test		
W	30-Apr	EXAM PERIOD STARTS		

** All GLO-BUS decisions are due by 5:00 PM on the date indicated. **

BUS4900 Simulation Periodic Company Analysis Report Grading Rubric

Category	Fails to meet expectations	Minimally meets Expectation	Exceeds minimal Expectation
Timely	Paper copy not handed in per posted schedule	Paper copy handed in per schedule	NA
Professionalism	Multiple typos Print errors Paper wrinkled etc Sequence not per recipe	Minimal typos Title page Paper and print crisp Sequenced and attached	NA
Trends and 2 year projections	Incomplete data Trends not identified Data not presented clearly	Graphs clear and complete Projections align with strategy and competitive analysis	Graphs communicate a unified theme and message
Total revenue			
EPS			
ROE			
Credit rating			
Stock price			
Image rating			
Strategic vision	Missing, incomplete or inconsistent	Complete Consistent Concise	Compelling Motivational
Competitive strategy for both camera markets	Missing, incomplete or inconsistent	Consistent with vision Comments on modifications from previous strategy	Comments on past success and failures
Strategy for production, marketing and finance	Missing, incomplete or inconsistent	Consistent with vision Comments on modifications from previous strategy	Comments on past success and failures
Competitor analysis	Missing, incomplete or inconsistent	Comments on strengths and weakness of at least 2 competitor in each marker	Ties competitor analysis to strategy

Remember the following support options are available to you

- Review of written assignment drafts prior to grading (you must allow at least three days before the assignment is due for comment).
- Clarification of questions
- You may request other support that you would find helpful, don't be shy if it help you it may help you fellow students also!

Justification for Four Credits

BUS4900 has been substantially expanded from the previous BUS478 to justify the awarding of four credits. The most obvious change in the course is that the course text has been upgraded to allow for more in-depth coverage of the topics. A single group project has been replaced by two substantially larger requirements. The changes shift much of the learning to hands on activities in direct control of the student.

All students are required to read, in addition to the text, 12 assigned articles on strategy. Student teams will be responsible for preparing summaries of these readings and “test questions” based upon their key points. Student teams will take turns presenting these summaries with non-presenting teams posing their questions.

A major expansion to the course is the addition of the GLO-BUS simulation. There are 10 decision sets required, each estimated to take two to three hours. There is also a formal presentation requirement for the simulation that is anticipated to require three to five hours of preparation. Two on-line quizzes to support the simulation are also required and the time commitment to complete these quizzes is estimated to take two hours.

The “Strategy in the News” portion of the course has been expanded to include a written component to complement the previously required presentation expectation.

Modifications from 2007 Course for the 2008 Delivery

Based upon student feedback and instructor observations, the workload in the last two weeks of the course appears excessive. Interim Glo-Bus reports have been added to limit the fres analysis needed for the final presentation.

The “final” has been replaced with a exit test. to and test 2 has been moved to an earlier date in the term.

The Glo-Bus quizzes that were part of the original 2007 plan but dropped due to student feedback have been added back to allow for an additional external objective measure of competence.

HR topics as they apply to productivity have been added as an additional topic in response to low HR scores in the Glo-Bus learning assurance reports.

Course Number: BUS4900 Course Title: Business Policy and Strategy

List all faculty who taught this course during the self-study Year: Michael A. Dutch

List all textbooks and required supplementary and readings used:

Thompson, Strickland and Gamble, *Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Readings* 15th Edition.

Thompson, Stappenbeck, and Reidenbach, *Developing Winning Competitive Strategie*

Provide a brief course description (Relate course description to CPC topics where appropriate):

This capstone course develops sound judgment based on current knowledge, the present environment and ethical considerations. Case studies in top managerial decision-making, policy formulation and strategic planning are required. Integration of the various business functions is studied so that the student will become proficient in solving organizational problems

Topic	Class Sessions (Contact Hours)
Intro	
Glo-Bus Introduction	1 (1.5)
C-1 what is strategy	1 (1.5)
C- 2 crafting strategy	2 (3.0)
C-3 external environment	2 (3.0)
C-3 cont	2 (3.0)
C-4 internal environment	2 (3.0)
C-5 generic strategies	1 (1.5)
C-6 supplementing strategy	2 (3.0)
C-7 foreign markets	1 (1.5)
C-8 industry specifics	2
C-9 diversification	2 (3.0)
C-10 ethics	2 (3.0)
C-11 organizational capability	2 (3.0)
GLO BUS PRESENTATIONS	1 (1.5)
Tests	5 (7.5)
Not programmed	1 (1.5)
TOTAL	29 (43.5)

Note: Sessions shown are for day section. Each evening class approximates 2 day sessions.

Under the College's four-credit course system, significant work beyond the classroom contact hours is expected.

Summarize the CPC Coverage in terms of contact hours

CPC Topic	Hours
Marketing	5
Finance	5
Accounting	5
Management total	10
Legal Environment	5
Economics	0
Business Ethics	10
Global Business	5
Information Systems	15 (Glo-Bus, PowerPoint, Word)
Quantitative Techniques	0
Comprehensive or integrating experience	40
Total	100

All topics are discussed in the framework of an “integrating” experience.

Glo-Bus is estimated to require at least 2 hours per decision (10 sets are made) which are made out of class with outcomes discussed in class.