

Suggested Readings: Wall Street Journal or Business Week

Office: 240B Friday

Office Hours: 9:00-9:30 am MW; 1:00-2:00 pm MW; 6:00-6:30 pm W (After 3:15 pm on MW and other times by appointment)

Phone: 704-687-5625

Email: kecurran@uncc.edu

Course Description

MGMT 3280. Business Policy. (3) Prerequisites: Senior Standing and completion of ECON 3125, OPER 3100, MKTG 3110, FINN 3120, BLAW 3150, MGMT 3140, and MGMT 3160. (Accounting majors are required to take OPER 3100, MKMT 3110, FINN 3120, BLAW 3150, MGMT 3140, and either MGMT 3160 or COMM 1101). Concerns the role of top management of the firm in integrating the internal functions and environmental forces. Emphasis on defining economic, technological, ethical, political, and social forces affecting the firm and their consideration in setting goals and operating policies.

Assurance of Learning

Decision/Analytical. Students will demonstrate analytical, quantitative, and reflexive thinking skills in decision making. Students will apply problem solving processes to business and economic situations.

Professional Competence. Students will acquire knowledge and analytical skills of the functional areas of business. Students will recognize and integrate frameworks from all functional areas of business to solve problems.

CATT Statement. All core courses in The Belk College of Business Administration are committed to fulfilling one or more of four major competency areas identified by the letters CATT: Communication and Technology Skills, Adaptability to Change, Globalization, and Diversity, Teamwork and Leadership, and Thinking and Problem Solving. In the Department of Management, MGMT 3280 is targeted at two of these learning outcomes: Teamwork and Leadership, Thinking and Problem Solving. The purpose of this course is to help students function effectively as a team leader and to understand group dynamics; and to help students think independently; apply, articulate, and evaluate problem-solving processes; recognize, employ, and integrate frameworks from all business disciplines to respond to opportunities and solve problems; and cover ethical, global, and political issues in business.
Learning Objectives

After completing MGMT 3280, students will understand how to analyze the internal and external environments of business organizations--to identify opportunities, threats, strengths, and weaknesses.

After completing MGMT 3280, students will be able to apply problem-solving processes to business situations.

After completing MGMT 3280, students will be able to recognize and integrate frameworks from all business disciplines to solve problems.

After completing MGMT 3280, students will understand the roles played by stakeholders in various business situations.

General Objectives:
To view the organization from the top management position.
To apply a process of strategic thinking to solve organizational problems.
To develop skills in strategic analysis.
To increase awareness of ethical implications of decision making.
To integrate knowledge gained from earlier prerequisite courses.
To develop skills for integrating the functional areas such as management, marketing, finance, and production.
To serve as a capstone course for the various business disciplines taught in the business core.

Purposes:
The purposes of this course are: (1) to provide an integrative experience at the end of the bachelor's degree in business administration involving the key components of the business curriculum including such facets as accounting, finance, marketing, management, and management science; (2) to provide an opportunity for undergraduate students to place themselves in the role of chief executive officer and/or high level executives so as to solve complex problems of major organizations in society--both private and public; (3) to analyze top corporate policy in different types of organizations; (4) to assume the role of business consultant; (5) to develop student's capacity to think strategically about a company, its business position, and how it can gain sustainable advantage; (6) to build students' skills in conducting strategic analysis in a variety of industries and to provide them with a stronger understanding of the competitive challenges of a global environment; and (7) to make students more conscious of the importance of ethical principles and corporate social responsibility. This course also attempts to encourage each student to continue his or her study of top corporate policies, opportunities, and problems after he or she leaves the university.

Course Information

The course will integrate the materials which each student has had during his or her coursework in business during his or her undergraduate studies.
Grading:
In Class Activities 100
(In-Class Quizzes, and
In-Class Group Projects)
Text Material Exam 1 100
Comprehensive Final Exam 150
Team Project
  Team Industry Analysis 80
  Team Company Analysis 80
  Team Presentation 40
Total 550

550-495 = A
494-440 = B
439-385 = C
384-330 = D
329-000 = F

Grading and Makeup Exam Policy:
The point totals identified for individual grades which are presented above will be strictly followed.
All in-class quizzes and in-class group projects count toward the student’s grade. (Note: none of the
in-class quiz or group projects will be dropped. In other words, the grading system does not provide for
the dropping of the lowest quiz or project grade. Everything counts toward the final grade!) Students who
miss an in-class quiz, in-class group project, and/or an examination will receive a zero (0) grade for the
missed assignment. Make-up work is not offered. Extra credit assignments are not offered. 10 points per
day will be deducted from late team papers. Exceptions to these policies may be granted for documented
severe illness or family emergency. Other exceptions (for example, for students who participate in
intercollegiate sports, etc.) may be granted at the discretion of the instructor as long as appropriate
documentation is provided. If exceptions are granted, the instructor will identify the specific requirements
to make-up the missed assignment on an individual by individual basis.

Exam Material:
Throughout the course there will be a series of discussions on the nature of strategic management
including the component parts of analysis, formulation, implementation, interpretation, and evaluation.
These lecture-discussions are to be viewed as preparation for this course (in addition to work received in
all prior management, finance, accounting, marketing, and management science courses). One
examination and a comprehensive final exam covering this material will be given. Questions will consist
of multiple choice and/or essay.

Attendance Policy (In Class Activities):
Punctual attendance at all class sessions is expected. Absence from class is a serious matter and should be
discussed with your instructor. Much of the course will examine strategic management through the use of
comprehensive cases derived from both private and public organizations. Throughout these case
discussions there will be continuous involvement by the student in the preparation and discussion of the
cases. Therefore, the students must be well-prepared for the discussion of each case as it is noted in the
outline. There will be unannounced quizzes on assigned material in the text book or case book and in-class
team case analyses which will count toward the “In Class Activities” grade.

Class and Group Participation:
This course is case based and as such class and group participation is an important component of your
overall learning experience. Your participation confers benefits for the entire class and fosters collective
learning. Preparation of cases requires a significant commitment of time. Students are expected to come
to class prepared to contribute to the case discussion or group assignment in a meaningful manner. The
instructor will call on individuals during class (or make group written assignments) and will expect the
student to demonstrate that he or she is prepared for class.

The following factors may have a major influence on your in-class and group activities:
1) Poor attendance. Absences in excess of three for a Tuesday-Thursday class will substantially affect
your in-class activities grade. It should be clear that it is impossible to participate or take in-class quizzes
or participate in in-class group projects if one is not in attendance.
2) The quality and quantity of verbal contributions to discussion. It is my expectation that in case
discussion, the “best” class discussion will often transpire among the students (i.e., a student responding
to, questioning, or building upon the comments of classmates), not simply a series of dialogues between
individual students and the professor. In order to do this effectively, you must be a good listener as well as
communicator. You must also be prepared for class by having read the readings and properly prepared the
case for discussion. The in-class case discussions will provide the needed background for the analysis of
the companies that you choose for your group project.
3) Involvement and commitment to group meetings and projects both in-class and out-of-class. Poor
performance in group work can have a devastating impact upon your group’s grade. Those that do not
participate in group activities in a meaningful way may be “fired” from their group. (See the section
titled: Team Member Dismissal)

Team Industry and Company Analysis Project:
Students will be placed in teams of five members. Each team will be responsible for two written reports:
(1) a written industry analysis and (2) a written company analysis consisting of a strategic analysis on a
company in the chosen industry. In addition, each team will also make an in-class group presentation.

Class members will be randomly assigned to a team by the instructor based on functional major. Teams
will be formed to provide as much functional diversity as possible. Each group will then draw a number
out of a hat. The group’s number will determine whether the group presents the industry analysis or
company analysis. (See “Tentative Class Schedule” for identification of which teams present an “Industry
Analysis” and which present a “Company Analysis.”) Each group presentation will last no more than 25
minutes with 10 minutes after the 25 minute presentation for a Q and A session. Each group member must
make part of the presentation. That is, all members of the group must be involved with presenting in front
of the class. Thus, it is important that your group coordinate the presentation effort.

Each of the two team reports will be 12–15 double spaced, printed pages in length. Each paper must use
either an 11 or 12 point Times New Roman Font. (Note: The 12-15 page limit is for the body of the paper
only. It does not include the title page, table of contents, references, or appendixes.)
Briefly, the two analyses (which combined with the in-class presentation form a single term project) may be distinguished as follows:
1) Industry Analysis: Examines the firm in the context of its industry, external environment, customer segments, demographic and societal trends, and major opportunities and threats.
2) Firm Analysis: Identifies the firm's resources and capabilities and examines major functional areas such as operations, finance, marketing, accounting, and human resource management with the objective of identifying important strengths and weaknesses of the firm for its competitive endeavors. The firm analysis also includes issue identification, strategy formulation, and recommendations for the firm. Finally, steps for the implementation of the formulated strategy will complete the project.

The criteria used to evaluate the team presentations are breadth, depth, originality, organization, and class discussion.

The formation of teams will take place as soon as possible after the last day to add a class. Once teams have been formed, they will have approximately one week to decide which company and industry to analyze. (Teams may not choose companies depicted in the cases we will cover in class. Also, Wal-mart, Target, Lowe’s, Home Depot and Best Buy may not be chosen for the assignment.) The instructor will endeavor to provide some class time at the end of every class for team members to meet with each other and discuss the progress being made on the group project. However, groups will also need to meet outside of class time to work on the project.

More information regarding the project will be given in class.

Team Member Dismissal:
All students on a team will receive the same grade on all group in-class and out-of-class group projects. Thus, students should recognize the extreme difficulty of passing this course without the support of their colleagues. In group work it is always possible that a particular group member may not contribute in any meaningful way to the task at hand. In anticipation of such a situation, the group has a right to terminate (fire) a non-participating individual from the team. A non-discriminatory process should be used in this event. The recommended procedure is as follows:
1) Team members should first issue a verbal (witnessed by the team) warning to the individual and counsel the individual on what improvements are needed to meet team expectations. The instructor is to be notified immediately, in writing, of this initial disciplinary action.
2) If step 1 fails to resolve the problem then a written warning should be issued to the offender listing the offenses and steps necessary to be retained as a member of the team. Again, notify the instructor immediately. All members of the involved group must then meet with the instructor to attempt to resolve the issue.
3) If step 2 does not result in satisfactory performance, then the team may issue a termination notice to the non-contributing student. Typically, this involves removing the offender from the group and assigning equivalent work to the involved individual.
The UNCC Code of Student Academic Integrity:

Students are reminded of the code of academic integrity stated in the University Undergraduate Catalog and are expected to follow it. It reads as follows:

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in any academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work or another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging is when the ideas, information, etc. is common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

*** The instructor reserves the right to alter the above syllabus after giving notice. The schedule is tentative and does not completely reflect all the assignments and cases to be discussed. Regular class attendance is necessary to identify the full nature of the requirements of the course. ***

BCOB Statement on Diversity

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.
## Tentative Class Schedule: Fall 2011

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Jan. 9</td>
<td>Introduction to the Course</td>
</tr>
<tr>
<td>W</td>
<td>Jan. 11</td>
<td><strong>NO FORMAL CLASS – REQUIRED READING AND STUDY ASSIGNMENT</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Students should read: Analyzing Strategic Management Cases, Chapter 13, Dess, et. al. This material will be on the first exam but will not be discussed in class!!!!</strong></td>
</tr>
<tr>
<td>M</td>
<td>Jan. 16</td>
<td>Martin Luther King Jr. Day – University Closed</td>
</tr>
<tr>
<td>W</td>
<td>Jan. 18</td>
<td>Strategic Management: Creating Competitive Advantages; Dess, et.al. Chapter 1</td>
</tr>
<tr>
<td>M</td>
<td>Jan. 23</td>
<td>Strategic Management: Creating Competitive Advantages; Team Assignments and Discussion of Projects Dess, et.al. Chapter 1</td>
</tr>
<tr>
<td>W</td>
<td>Jan. 25</td>
<td>In Class Case Discussion: <strong>Edward Marshall Boehm, Inc.</strong> Use the information provided in the last 2 classes and Chapter 13 as the framework for analyzing the case. We will use this framework in class to guide class discussion.</td>
</tr>
<tr>
<td>M</td>
<td>Jan. 30</td>
<td>Analyzing the External Environment of the Firm Dess, et.al. Chapter 2 <em><strong>DUE: Teams Must Submit the Name of the Firm to be Analyzed in the Team Project for Approval</strong></em></td>
</tr>
<tr>
<td>W</td>
<td>Feb. 1</td>
<td>Analyzing the External Environment of the Firm Dess, et.al. Chapter 2</td>
</tr>
<tr>
<td>M</td>
<td>Feb. 6</td>
<td>In Class Case Discussion: <strong>The Casino Industry</strong></td>
</tr>
<tr>
<td>W</td>
<td>Feb. 8</td>
<td>Assessing the Internal Environment of the Firm Dess, et.al. Chapter 3</td>
</tr>
<tr>
<td>W</td>
<td>Feb. 15</td>
<td><strong>TEXT MATERIAL EXAM 1</strong> Exam covers Chapters: 1, 2, 3, and 13</td>
</tr>
<tr>
<td>M</td>
<td>Feb. 20</td>
<td>In Class Case Discussion: <strong>Jamba Juice</strong></td>
</tr>
<tr>
<td>W</td>
<td>Feb. 22</td>
<td>Groups 1: Industry Analysis Presentation <strong>Group Consultation Day</strong></td>
</tr>
<tr>
<td>M</td>
<td>Feb. 27</td>
<td>Groups 2 and 3: Industry Analysis Presentation</td>
</tr>
<tr>
<td>W</td>
<td>Feb. 29</td>
<td>Groups 4 and 5: Industry Analysis Presentation <em><strong>Industry Analysis Papers from All Teams Are Due</strong></em></td>
</tr>
<tr>
<td>M</td>
<td>Mar. 5</td>
<td>SPRING BREAK –NO CLASS</td>
</tr>
<tr>
<td>W</td>
<td>Mar. 7</td>
<td>SPRING BREAK –NO CLASS</td>
</tr>
<tr>
<td>M</td>
<td>Mar. 12</td>
<td>In Class Case Discussion: <strong>A Horror Show at the Cinemaplex?</strong></td>
</tr>
<tr>
<td>M</td>
<td>Mar. 19</td>
<td>In class case analysis: <strong>Build-A-Bear Workshop</strong></td>
</tr>
<tr>
<td>Date</td>
<td>Activity</td>
<td>Details</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>M Mar. 26</td>
<td>In class case discussion:</td>
<td>Apple Inc.: Taking a Bite Out of the Competition</td>
</tr>
<tr>
<td>W Mar. 28</td>
<td>Corporate Level Strategy</td>
<td>Dess, et.al.  Chapter 6</td>
</tr>
<tr>
<td>M Apr. 2</td>
<td>Corporate Level Strategy</td>
<td>Dess, et.al.  Chapter 6</td>
</tr>
<tr>
<td>W Apr. 4</td>
<td>In class case discussion:</td>
<td>Ann Taylor: Survival in Specialty Retailing</td>
</tr>
<tr>
<td>M Apr. 9</td>
<td>International Strategy</td>
<td>Dess, et.al.  Chapter 7</td>
</tr>
<tr>
<td>W Apr. 11</td>
<td>In class case discussion:</td>
<td>Heineken (Used as Review for Final Exam)</td>
</tr>
<tr>
<td>M Apr. 16</td>
<td>Group Consultation Day</td>
<td></td>
</tr>
<tr>
<td>W Apr. 18</td>
<td>Groups 6 and 7: Firm Presentations</td>
<td></td>
</tr>
<tr>
<td>M Apr. 23</td>
<td>Course Evaluation</td>
<td>Group: 8 Firm Presentations</td>
</tr>
<tr>
<td>W Apr. 25</td>
<td>Groups 9 and 10: Firm Presentation</td>
<td><em><strong>Firm Analysis Papers from All Teams Are Due</strong></em></td>
</tr>
<tr>
<td>M Apr. 30</td>
<td>Course Wrap Up</td>
<td></td>
</tr>
</tbody>
</table>

---

**Final Exam Schedule**

<table>
<thead>
<tr>
<th>Section 002</th>
<th>Comprehensive Final Exam Chapters 1, 2, 3, 5, 6, 7</th>
<th>Monday, May 7: 11:00-1:30 pm - Friday Room 14</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-12:15 MW</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>