



H. Wayne Huizenga College of
Business and Entrepreneurship

MGT 4880 - Business Strategy and Policy

I. Course Information

Course: MGT 4880 - Business Strategy and Policy

Semester Credit Hours: 3.0

Course CRN and Section: 21086 - 5W1

Semester and Year: Fall 2017

Course Start and End Dates: 08/21/2017 - 10/15/2017

II. Instructor Information

Professor: Dr. Ravi Chinta

Email:

Phone: 954-262-5116 **Office Hours:**

Day	Time	Location
MT	8:00am - 10:00am	5159 DeSantis

Office Hours: Monday 8:30 am to 11:30 am

Tuesday 8:30 am to 11:30 am

III. Class Schedule and Location

Day	Date	Time	Location	Building/Room
	08/21/2017 - 10/15/2017		On-line Course	-

IV. Course Description

Business Strategy and Policy is an integrative senior course in strategic management building on functional area learning in management, accounting, finance, operations and marketing. The course focuses on the solution of specific business problems utilizing a corporate simulation which requires students to develop a strategy to lead their own company and implement the strategy through tactics for operations, management, marketing, and finance. Students are measured by a balanced scorecard estimating their performance in each area and their preparation for the future. Prerequisites: FIN 3010 and Senior Standing. Experiential Education and Learning (ExEL): Successful completion of this course satisfies 1 ExEL unit. Frequency: Every Fall and Winter.

V. Course Objectives / Learning Outcomes

1. Appraise and relate to each other the components of the strategic management planning process.
2. Assess the environmental and competitive forces that impact firms.
3. Demonstrate an understanding of internal resources leading to competitive advantage.
4. Select a specific competitive strategy and implement by using appropriate tactics and value chain activities.
5. Recognize the concepts of corporate growth strategies.

6. Demonstrate knowledge of firm motivation for international strategies in global markets.
7. Appraise organizational structure options for strategic implementation in specific scenarios.

VI. Materials and Resources

Book Url: [NSU Book Store](#)

Course Required Texts and Materials:

Strategic Management: Creating Competitive Advantages

Edition: 8

Authors: Dess & Lumpkin

ISBN: 9781307129618

Publisher: McGraw-Hill

Marketplace Live Simulation

Every semester a new business simulation game is created for each class. Students will sign up for the game for their class. Additional instructions are posted in the announcements the first week of class. You will pay for the simulation individually online (\$45-50).

Course Supplemental Materials:

Students are recommended to follow current issues in strategic management by reading one or two publications such as *The Wall Street Journal*, the *Financial Times*, *New York Times*, the *Economist*, *Business Week*, or *Fortune*. Practical examples of managers making strategic decisions are featured in all these publications and your understanding of the class will be greatly improved by familiarity with the challenges facing leading multinationals.

VII. Assignments

Week	Simulation Assignments Due	Exams/Other Assignments
Week 1	Decision 1: due Sunday by noon (date)	
Week 2	Decision 2: due Sunday by noon (date)	
Week 3	Decision 3: due Sunday by noon (date)	
Week 4	Decision 4: due Sunday by noon (date)	Midterm: (Date/Time)
Week 5	Decision 5: due Sunday by noon (date)	Exit Assessment: (Date/Time)
Week 6	Decision 6: due Sunday by noon (date)	
Week 7	Report: due Sunday by noon (date)	Team Simulation Report Due
Week 8	Final Exam due by Wednesday at noon	Final: (Date/Time)

Details on Course Assignments

Web-based Simulation Activities

1. **Strategy Simulation:** Teams of students will work together on developing strategies and implementing them in this simulation. Your grade will be based on how well you do and how well you are able to follow your own strategy. You will sign up for your groups on Blackboard. The number of your group will be the same one you will use for the simulation. Go ahead and purchase the license at Marketplace Live at www.marketplace-live.com using the correct game number and your license. Sign into your group and begin. Information on your group number and the correct game will be posted the first week in the Blackboard announcements for our course.
2. **Balanced Scorecard Performance:** The balanced scorecard (BS) of 9 dimensions measures the level of success for each team against the competition. The Strategic Management Simulation performance points are based on the BS.
3. **Individual Performance:** Each team member will be evaluated on his or her contribution to the simulation for each chosen role. The simulation requires that each team member take a role on the executive committee. Superior performance for the team requires that each team member participate fully in the simulation. Every member must work **online** on the simulation to receive credit; note that just signing on will not show as work. You must spend time analyzing and making decisions for all areas of the company.

Grade Points for Individual and Team Work	Points
Individual participation on simulation	10

Final Simulation Report:

Each team prepares a final report using these discussion dimensions:-

Grade Guide for Final Report	Points
Team name and members	

Mission and goals	1
Competitive strategy of your team (cost or differentiation by brand)	1
Market share	1
Balanced scorecard strengths	1
Balanced scorecard weaknesses	1
Competitor analysis (including 5 forces analysis)	1
Financial position of your team	1
Final Balanced Scorecard	1
Explanation of team position and future strategy for this company	1
Writing style and format is coherent and logical	1
Total	10

Total Simulation Grade Points

Grade Points for Simulation Assignment	Points
Simulation Balanced Scorecard Performance	20
Final Simulation Report	10
Total	30

Exams

All exams are given via Blackboard and grades will be available on this site. There are *no make-up exams*, except in exceptional circumstances. Exams will be located on the Course Website and will be timed.

1. **Midterm Exam:** the midterm exam covers the concepts of strategic management in chapters 1-5. The midterm exam will be composed of multiple choice questions and two essays.
2. **Final Exam:** The final exam covers the concepts of strategic management in chapters 1-7, 9, 10 and includes questions on the work done in the simulation. The final exam will be composed of multiple choice questions and two essays.

Grade Points for Exams	Points
Mid-term Exam	15
Final Exam	15

Total	30
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Exit Assessment (ETS Test) : This assessment covers material from throughout your Business Program. The questions come from all disciplines and are intended to provide Assurance of Learning data as you complete your degree. The test is administered by ETS (Educational Testing Service).

Grade Points for Discussion Questions	Points
Breadth of Knowledge Exit Assessment	10

Session Modules

Week 1

In support of course competency #1, the following are the learning objectives you should have an understanding of after week 1:

CC#1 *Appraise and relate to each other the components of the strategic management planning process*

Class requirements and the group project for this course

The definition of strategic management and the process of strategic management

The vital role of corporate governance and stakeholder management as well as how “symbiosis” or “synergy” can be achieved among an organization’s stakeholders

The importance of corporate governance and social responsibility

Knowledge of the hierarchy of strategic goals, vision and mission statements

Topics

1. Introduction to the format of the class and assignments

Introduction to the simulation game and group formation

Overview of simulation activities and decision periods

Introduction to Strategic Management

Assignments (to be done in week 1)

Read Chapter 1 in text

Marketplace Live Simulation Introduction

Recommended: Review Simulation PowerPoint available on your Blackboard course website

Simulation

Sign up for the simulation by Wednesday! On www.marketplace-live.com; purchase the license and use your group number from our Blackboard course page to enter the simulation.

Go to BB and review the following files:

4880 Marketplace Live sign up

4880 Marketplace Game Scenario

4880 Decisions by Quarter

Decision 1 for the simulation due by noon Sunday of week 1

Week 2

In support of course competency #2, the following are the learning objectives you should have an understanding of after week 2:

CC#2 *Assess the environmental and competitive forces that impact firms*

The importance of developing forecasts of the business environment

Why environmental scanning, environmental monitoring, and collecting competitive intelligence are critical inputs to forecasting

The impact of the general environment on a firm's strategies and performance

How forces in the competitive environment can affect profitability, and how a firm can improve its competitive position by increasing its power vis-à-vis these forces

How the internet and digitally based capabilities are affecting the five competitive forces and industry profitability

The concept of strategic groups and their strategy and performance implications

Topics

Analyzing the External Environment of the Firm

Assignments (to be done in week 2)

Read Chapter 2 in text

Decision 2 for the simulation due by noon Sunday of week 2

Week 3

In support of course competency #3, the following are the learning objectives you should have an understanding of after week 3:

CC#3 *Demonstrate an understanding of internal resources leading to competitive advantages*

1. The benefits and limitations of SWOT analysis in conducting an internal analysis of the firm
2. The primary and support activities of a firm's value chain
3. How value chain analysis can help managers create value by investigating relationships among activities within the firm and between the firm and its customers and suppliers
4. The resource-based view of the firm and the different types of tangible and intangible resources, as well as organizational capabilities
5. The usefulness of financial ratio analysis, its inherent limitations, and how to make meaningful comparisons of performance across firms
6. The value of the balanced scorecard in recognizing how the interests of a variety of stakeholders can be interrelated
7. The importance of managing human capital in a knowledge society
8. The importance of social capital in leveraging human capital through networks
9. The vital role of technology in leveraging knowledge and human capital

The challenge of protecting intellectual property

Topics

1. Assessing the Internal Environment of the Firm

Assignments

Read Chapters 3 and 4 in text

Decision 3 for the simulation due by noon Sunday of week 3

Week 4

In support of course competency #4, the following are the learning objectives you should have an understanding of after week 4:

CC#4 *Select a specific competitive strategy and implement by using appropriate tactics and value chain activities*

- The central role of competitive advantage in strategic management
- The three generic strategies: overall cost leadership, differentiation, and focus
3. The activities that support each of these competitive strategies
4. How firms can effectively combine cost leadership and differentiation

5. Generic strategy and the industry life cycle

Topics

1. Creating and Sustaining Competitive Advantage

Assignments

Read Chapter 5 in text

Decision 4 for the simulation due by noon Sunday of week 4

Midterm exam, Chapters 1-5 and all related coursework, Open Thursday at noon-Sunday at noon

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Week 5

In support of course competence #5, the following are the learning objectives you should have an understanding of after week 5:

CC#5 *Recognize the concepts of corporate growth strategies*

1. What businesses should a company be in and how should they manage these businesses
2. The different types of corporate growth strategies; related diversification, vertical integration, unrelated diversification
3. The performance of diversified firms
4. The synergies that companies can create between strategic business units
5. The means of diversification, how firms grow – through mergers and acquisitions, joint ventures, strategic alliances and internal development
6. How managerial behaviors can erode the creation of value

Topics

Corporate Level Strategy: Diversification

Recoup and begin work on the simulation report

Assignments

Read Chapter 6 in text

Decision 5 for the simulation due by noon on Sunday of week 5

Complete Exit Assessment by noon on Sunday

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Week 6

In support of course competence # 6, the following are the learning objectives you should have an understanding of after week 6:

CC#6 *Demonstrate knowledge of firm motivation for international strategies in global markets*

1. The importance of international strategy as a viable diversification strategy
2. The sources of national advantage
3. The benefits and risks associated with international expansion, including outsourcing and offshoring
4. The advantages and disadvantages associated with each of four basic strategies: international, global, multidomestic and transnational
5. Differences between regional and truly global companies
6. The stages theory of internationalization and “born global” firms

Topics

International Strategy

Assignments

Read Chapter 7 in text

Decision 6 for the simulation due by noon Sunday of week 6

Week 7

In support of course competence #7, the following are the learning objectives you should have an understanding of after week 7:

CC#7 *Appraise organizational structure options for strategic implementation in specific scenarios*

1. The value of effective strategic control systems in strategy implementation
2. The imperative for contemporary control systems in today's complex and rapidly changing competitive and general environments
3. Balancing culture, rewards and incentives within boundaries
4. Corporate governance in the US and internationally
5. The relationship between a firm's strategy and organizational structure
6. The traditional types of organizational structure: simple, functional, divisional and matrix
7. The potential for boundaryless organizations
8. Understand the imperative for organizations to change structures

Topics

Strategic Implementation: Strategic Control and Corporate Governance

Discussion of final exam

Assignments

Read Chapters 9 and 10 in text

Prepare the final team report DUE Sunday of week 7 by noon

Week 8

Read Chapters 11 and 12 in text

Final exam online open from Sunday at noon until **Wednesday** at noon

VIII. Assessments

Group and Individual Assignments	Date Due	% of Grade
(Group): Simulation Balanced Scorecard	Week 7	20
(Group): Final Simulation Report	Week 7	10
(Group): Industry Analysis PowerPoint Presentation	Week 5	10
(Individual): Exit Assessment (Educational Testing Service Test)	Week 5	10
(Individual): Essay on application of <u>four ethical perspectives</u> on firm's outsourcing decision	Week 4	10
(Individual): Essay in critical thinking (<u>effects of past and present on firm's future strategies</u> with real-life examples)	Week 7	10
(Individual): Midterm Exam	Week 4	15
(Individual): Final Exam	Week 8	15
Total	100%	

IX. Grading Criteria

Undergraduate Grading Criteria:

Percentage	Letter Grade	Description	GPA Equivalent
95 - 100	A	Excellent	4.0
90 – 95	A-		3.7
87 - 90	B+		3.3
83 – 87	B	Good	3.0
80 – 83	B-		2.7
77 – 80	C+		2.3
72 – 77	C	Satisfactory	2.0
70 - 72	C-		1.7
68 - 70	D+		1.3
60 - 68	D		1.0
<60	F	Failure	0.0

No rounding of scores.			
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X. Course Policies

All course related correspondence is through Blackboard.

All other (non-course) related correspondence is through email. My email is rchinta@nova.edu

XI. University Policies

Academic Integrity

The university is an academic community and expects its students to manifest a commitment to academic integrity through rigid observance of standards for academic honesty. The university can function properly only when its members adhere to clearly established goals and values. Accordingly, the academic standards are designed to ensure that the principles of academic honesty are upheld.

The following acts violate the academic honesty standards:

- Cheating — intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.
- Fabrication — intentional and unauthorized falsification or invention of any information or citation in an academic exercise.
- Facilitating Academic Dishonesty — intentionally or knowingly helping or attempting to help another to violate any provision of this code.
- Plagiarism — the adoption or reproduction of ideas, words, or statements of another person as one's own without proper acknowledgment.

Students are expected to submit tests and assignments that they have completed without aid or assistance from other sources. Using sources to provide information without giving credit to the original source is dishonest. Students should avoid any impropriety or the appearance thereof in taking examinations or completing work in pursuance of their educational goals.

In support of the Code of Student Conduct, any violations of the Code of Student Conduct and Academic Responsibility and/or university policies and procedures may result in disciplinary action and/or criminal prosecution. Disciplinary action may include, but not limited to, failing the assignment and/or the entire course, academic probation, suspension, or expulsion and are administered initially by the faculty member, who is required to report any incident of misconduct to their department chair and the Office of the Assistant Dean. This code seeks to promote high standards of behavior and academic integrity by setting forth the responsibilities of students as members of the university community. Abiding by the code ensures a climate wherein all members of the university community can exercise their rights of membership.

If students have questions about what constitutes academic misconduct before turning in an assignment, they should see their Instructor or the NSU Student Handbook

Accommodations for Students with Documented Disabilities: For more information about ADA policy, services, and procedures, students may contact the Office of Student Disability Services at 954-262-7189. Each student with a disability should contact the Office of Student Disability Services prior to the commencement of classes to discuss his or her needs.

Last Day to Withdraw: To withdraw from a course, it is not sufficient simply to stop attending class or to inform the instructor of your intention to withdraw. In accordance with college policy, contact your academic advisor to begin the withdrawal process. The last day to withdraw from a course is detailed on the applicable Academic Calendar.

Email Policy: All email communications between students and faculty must be conducted via NSU email accounts. This requirement will assist NSU in communicating more effectively and protecting your privacy. Emails sent to faculty from non-NSU accounts will be returned to the sender with instructions to resend the communication from your NSU account. To set up an NSU email account or to get help with an existing account, visit the Computing Help Desk. You may also call the Help Desk at (954) 262-HELP or 1-800-541-6682, ext. HELP (4357).

Student Course Evaluations: Student comment and feedback evaluating each college class is an important tool to evaluate program effectiveness. Participation in this process is a responsibility of each student. The university uses electronic evaluations that are completed online. It is important to the faculty and administration that students complete the online evaluation of each course. Students will be notified via

NSU email accounts when the evaluation web link is opened (approximately the next-to-last week of the course). At the completion of the term and after instructors submit grades, instructors will receive an anonymous summary of the entire class's evaluation. Student names or ID numbers cannot be identified.

Library Resources: Students conducting research for class assignments may use the Alvin Sherman Library, which provides extensive access to print and electronic books and academic/scholarly journals and hundreds of databases in a variety of subject areas with full-text articles, videos, reference books, statistics, company profiles, and general news. Reference librarians are available in person at the Reference Desk as well as by phone (954-262-4613), email, chat, text, and individual appointment to provide instruction on how to identify and use library resources. For times and details, visit the library's Ask a Librarian webpage. Library Guides and Tutorials are also available online.

Student Success: All undergraduate students and faculty are encouraged to utilize the Office of Undergraduate Student Success to locate information about university-wide resources designed to promote student success.

XII. Bibliography

References

1. Aaron, J. (2001). *The Little, Brown Compact Handbook*. (4th ed.) Needham Heights, MA: Pearson/Longman.
2. USNA, (2004). *United States Naval Academy (USNA) Statement on Academic Plagiarism*. May 4, 2004 Faculty Senate Meeting. Retrieved on February 21, 2008 from: <http://www.usna.edu/Library/Plagiarism/Plagiarism.html>

Sample of Cover Page to be Used for All Assignments

Nova Southeastern University

H. Wayne Huizenga College of Business and Entrepreneurship

Assignment for Course: (Course number and title)

Submitted to: (Professor's name)

Submitted by: (Student's name)
(Student's ID number)
(Address)
(Work phone number)
(Home phone number)

Date of Submission:

Title of Assignment:

CERTIFICATION OF AUTHORSHIP: I certify that I am the author of this paper and that any assistance I received in its preparation is fully acknowledge and disclosed in the paper. I have also cited any sources from which I used data, ideas of words, whether quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course.

Student Signature: _____

Instructor's Grade on Assignment:

Instructor's Comments: