

Term: Spring 2006 – Updated 01-09-06

Section: Monday and Wednesday Evenings 6.00 – 7.15; Building 42, Room 2124
7.30 – 8.45; Building 42, Room 2124

Course Number: MAN 6726

Course Title: Advanced Strategic Management and Business Policy

Catalogue Description: An analysis of how the enterprise evaluates, allocates, and deploys the various resources that it controls in order to develop and achieve its integrated strategic objectives.

Course Pre-conditions Last semester of MBA course work and **3.0 graduate program of study entering GPA**

Instructor: Dr. Steven Williamson swilliam@unf.edu
Office: 42/3127
Office hours: by appointment
Phone: 620-1347

Required Text: Sun Tzu: The Art of War (on-line) – <http://www.sonshi.com/learn.html>

Capstone Business Simulation Team Member Guide – is available only from Dr. Williamson. Students must register and pay on-line. This will be thoroughly covered in class.

Home Page: You will find a great deal of helpful information located on my home page – <http://www.unf.edu/~swilliam/>
The files can be accessed using Acrobat Reader 5.0 or higher.

Course Content: *MAN 6726 will be presented in a manner that is consistent with the Hydra Strategic Analysis and Planning Model, which provides a framework for strategic analysis and planning. The model combines and integrates many strategic concepts that are applicable to all organizations. The Model may be found on Dr. Williamson’s Home Page under Class Notes Folder.*

Procedure: Classes will be conducted primarily on a seminar basis. All students are expected to be prepared for class and to be active participants in class discussions. **CLASS ATTENDANCE IS REQUIRED. Three or more contiguous absences without instructor notification will result in a grade of F.**

Grading: Your final grade will be based on the class assignments.

90 and above	= A (in %)	In-class CapSim exam	50
80 - 89	= B	CapSim Team Results	30
75 - 79	= B-	CapSim Strategy Evaluation	20
65 - 74	= C	Team Article Reviews	15
Below 65	= F	Individual Article Reviews	15
		TH Exam	30
		ETS Exit Exam	20
		Final Team Peer Evaluation	<u>20</u>
		Total	<u>200</u>

CapSim Objectives

and Learning Outcomes: CapSim is an integrative business simulation game. The objectives of the CapSim requirement both mirrors and reinforces the overall course objectives. There are five primary objectives.

1. To teach the importance of learning and then adhering to the rules and constraints of the game.
 - Learning success is measured by exam score, simulation performance, and strategy evaluation.
2. To teach the integration and reciprocal nature of business decisions
 - Learning success is measured by simulation performance, and strategy evaluation.

3. To teach the linkage between strategy development, strategy implementation and organizational performance.
 - Learning success is measured by simulation performance, and strategy evaluation.
4. To require the application and integration of functional business course related skills to make decisions in relation to an interactive and dynamic enterprise environment.
 - Learning success is measured by simulation performance, and strategy evaluation.
5. To interact and work effectively in a team environment
 - Learning success is measured by simulation performance, strategy evaluation, and peer review.

CapSim Business Simulation:

100 points of the total 200 points are directly related to the CapSim Business Simulation. 50/100 are associated with the CapSim Exam while 30/100 are associated with your team's CapSim performance 20/100 are associated with the evaluation of your strategy development and deployment.

CapSim Exam:

Your in-class CapSim exam will consist of about 75 objective questions, most of which will be multiple-choice. It is designed to test your knowledge of the CapSim simulation and rules. You must have a complete understanding of the simulation to pass this exam; a general knowledge will not get you through. If you fail to thoroughly prepare for the CapSim Exam, you put yourself in danger of not graduating. A score below 80 percent on the CapSim exam significantly reduces your chance of an A in this class and a score below 60 percent automatically eliminates any chance for an A begins to jeopardize a B.

CapSim Business Simulation Results:

Three practice decision periods and eight official game decision periods have been scheduled. In the event that the games parameters change, additional decision periods may be added to the simulation without prior notification to you. Thus, team strategy should be view the firm as an on-going concern. The six teams within the industry will compete for the maximum of 30 points allocated to this simulation. Please note that a portion of the CapSim standings is cumulative and a poor start can have a lingering effect. Being part of a non-performing team will negatively influence individual grades. Please keep in mind that results, not efforts, are rewarded.

CapSim Strategy Evaluation:

Initially, (i.e., before the first round) you must create an "End Game" Objective for your Simulated Firm.
First Round – Pre-Decision:

1. Develop competitive strategy to achieve End Game.
2. Create annual objectives for achieving strategy (how to support strategy) before making decisions.
3. Indicate how each decision supports objectives.

2nd-8th Pre-Decision:

1. Indicate level of success achieved for each objective from previous round.
2. Evaluation of performance results from previous round.
3. Evaluate competitive strategy's progress toward achieving End Game.
4. Create annual objectives for achieving strategy (how to support strategy) before making decisions.
5. Indicate how each decision supports objectives.

Final Review 8th Decision Post-Decision

1. Indicate level of success achieved for each objective from previous round.
2. Evaluation of performance results from previous round.
3. Evaluate competitive strategy's progress toward achieving End Game.

Reports are submitted weekly during the game via www.turnitin.com and the final report that must include all reports previously submitted to turnitin will be submitted in a hard copy format for grading. Feedback will not be provided to individual teams regarding their CapSim strategies. However, a direct relationship seems to exist between a team's completeness on their strategy reports and their CapSim team performance.

Article Analyses:

Your team will read, analyze, and present one article per team member on Strategic Management during the semester. If a team has 5 team members, that team will have an assignment of 5 articles. Each team member

should be assigned primary accountability for analysis and presentation of one article. The designated team member will receive an individual grade for the analysis as well as the composite grade for the assignment. Each analysis will be graded for article selection, content (answering the required questions) and context (grammar, structure, and preciseness). It is imperative that you write well to receive a passing grade on all written assignments. **All grading formulas and methods will be clearly explained.** All assignments must be written utilizing APA format or the “Student Paper Typing Instructions” that can be found on my home page and comply with the “Written Communications Requirements” section of this syllabus. The final product of each written assignment will include one hard copy of the article analysis and a copy of the article itself. The analysis also must be submitted to www.turnitin.com. Please insure that your team only transmits one copy to turnitin. Please utilize 1 inch margins top, bottom and right and a 1.5 inch margin on the left. Use an eleven (11) point Times Roman font. Each written analysis should be no more than 3 single spaced pages, not including the cover page. The seven underlined terms in the required questions should be utilized as headers for your analysis. The cover page should identify the article, the team, team members, and date due. Begin each analysis with the article’s **APA Reference Page citation**. **Article analysis is due the evening of presentation.**

Article presentations are to be informal – no dress-up, no PowerPoint, and team is to remain seated at normal seats, however, Presenting team should provide a one page summary handout to the class at the time of presentation. Each presentation, including questions should take no more than about 15 minutes.

Required Questions:

1. What is the author’s **intent** in writing this article?
2. What is the author's **basic argument**?
3. What are the **key relationships** the author describes and/or examines? What is the **theory** underlying these relationships?
4. If applicable, describe the **methodology** used. Based on the author’s intent, was the chosen methodology appropriate? What other method might have been chosen?
5. Summarize the **findings and / or conclusions** of the article.
6. Evaluate the **usefulness** of this article to scholars? managers? students? Could it have been made more useful? As a practitioner what can you take away from this article that you can incorporate into your philosophy of strategic management or in other words – what did you learn from this article that you could employ as a consultant?

Article Selection:

Each team will be expected to select the appropriate number of articles for approval. No more than one article may be selected from any given topic area. Each topic area covers multiple topics; your selected article may address any aspect of the topic.

1. Mission, vision, guiding principle, corporate values
2. Evaluation of Performance
3. External Environmental Approach (SWOT) , Resource Based View (RBV),
4. Competitive Advantage, Core Business
5. Product positioning, Product or Customer Profitability, Target Markets,
6. Portfolio Analysis of Strategic Business Units or Product Lines
7. Implementation of Strategic Plans
8. Corporate Governance and Boards of Directors, Executive Compensation

Approved Journals – Academy of Management Review, Academy of Management Journal, Academy of Management Executive, Journal of International Business Studies, Journal of Management, Strategic Management Journal, California Management Review, Sloan Management Review, Journal of Marketing, (others by permission)

Each team must select one article per team member and submit a formal request – Your request will include the topic area covered by each article, and the article’s Reference Page citation, and identify the accountable team

member. The request will need a cover page with your team information – i.e., the names of your team members. A simple grading structure of outstanding =3, acceptable = 2, unacceptable =1, missing =0 will be used to grade the article reviews. Research notes are not articles, and the Harvard Business Review isn't a Journal. In order to receive an outstanding for any article review, everything including your article selection must be outstanding.

Exit Exam: You will take the ETS MBA Exit Exam. You must register for your desired test date on BB – each date is limited to the first 35 that register. The dates are:
Friday, March 10, 4.00 – 7.30 P.M.
Friday, March 17, 4.00 – 7.30 P.M.
You must go to the following ETS web sites:
<http://www.ets.org/hea/mft/index.html> -- this site prepares you for the mechanics of the on-line exam.
<http://ftp.ets.org/pub/corp/hea/ContMBA.pdf> this site introduces you to the exam questions and strategies.

Written Communication

Requirements: Written Assignments will be graded for content and context. It is imperative that you write well to receive a passing grade on all written assignment (excluding in-class exams). **Grading formulas and methods will be clearly explained.** All written assignments must be written utilizing APA format. For APA format assistance, please refer to the *Publications Manual of the American Psychological Association* (available at the [University Bookstore](#)) or your [Student Typing Instructions \(STI\)](#). Where conflict exists, always utilize the instructions most specific to the assignment – for instance, the STI and APA require double spacing, but the article analysis instructions require single spacing – that assignment should be single spaced. The final product of each written assignment will include one clean copy of the research paper, case study, and/or article analysis. At a minimum, research products and case analyses (article analyses do not require the following) shall include a Release/Statement of Authenticity, a Table of Contents, an Executive Summary or Abstract, a Reference Page and the approved Research Proposal. Copies of all references cited in the paper/case **must** accompany the paper as an Appendix. Along with the paper copy of the final product, an electronic copy must be submitted to www.turnitin.com. Please register with www.turnitin.com as soon as possible. **The class ID for this course is 1437072 and the password is spring06.** All assignments either should be stapled or clipped together. As an additional note, for your final exam, do not begin new sections of your exam on a new page. Only the Title and Reference pages belong on separate pages and neither of these will count toward your total.

Oral Communication

Requirements: All students are required to make an oral presentation of their team's research findings or to lead a discussion of an article analysis. The in-class presentations will be informal in nature.

Computer Applications: Students must be proficient with statistical and spreadsheet packages for data analysis as well the web for [library research](#). Students must also utilize [Blackboard](#) and my home page <http://www.unf.edu/~swilliam/>

Library Assignments: **All research projects require library research.**

Team Participation and Contribution: I will utilize the team peer evaluations to award the 10 percent of your grade assigned to peer evaluations on the following basis: a mean average of 5 from those evaluating you would be multiplied by 4, thus equaling the 20 point maximum. In addition, teams are established through a self-selection process, the Professor is not King Solomon – There will be no professorial mediation of differences among team members. Select your teams carefully. I have witnessed lazy teams that drag an individual down and lazy individuals that rely on motivated teams to get through. Do not accept someone as a team member if you don't trust them to deliver on their work. Any team member that receives fewer than 60 percent of the points awarded for the peer review also will receive only that percentage of the points awarded for group assignments. There is no appeal process for participation grades. If you have questions, ask now.

Non-graded Requirements: You are required to submit [a final team peer evaluation](#). You are required to take the **MBA Exit Exam** and you are required to [complete your personal Blackboard Home Page](#) which includes uploading a recent picture of yourself. Finally, you are required to participate in professor initiated threaded class or team discussions. Failure to submit, complete, or participate in the above requirements by the stated deadlines will result in the loss of 5 points from your Final point total for each item not submitted.

Make-up Exams:

Students may petition to be allowed to take a make-up exam. The petition must take the form an e-mail to the professor in which the reasons for needing the make-up exam are clearly stated. At the discretion of the professor the petition may be granted and the student permitted to take an appropriate make-up exam at the

convenience of the Professor.

Class Attendance: **Class attendance is required.** The Professor expects to be notified in writing (e-mails are preferred) as to the reason for all absences. Three or more contiguous absences without instructor notification will result in a grade of F.

Blackboard

Communication: A “Blackboard Web Resource” page has been established for your class. The web address is <http://blackboard.unf.edu/>. I will post assignments and announcements on Blackboard from time to time. **You are accountable for checking Blackboard assignments.** All assignments posted on Blackboard should be considered the same as an assignment made in the classroom. You also will be required to utilize Blackboard for sharing information and threaded discussions.

The professor will utilize the Blackboard e-mail function for contacting you. Thus, it is imperative that you either check your UNF e-mail on a regular basis or have your [UNF e-mail](#) forwarded to an e-mail account that you do check on a regular basis. You can find a link on my home page. Insuring you receive your e-mail communication is your responsibility.

International Issue

Coverage: The equivalent of one week will be dedicated to the discussion of international issues.

Environmental Issues Coverage:

The equivalent of one week will be devoted to the discussion of the environment’s effluence on business and business decisions. See Hydra notes.

Ethical Issue Coverage:

The equivalent of one class period will be dedicated to the discussion of ethical issues, however are students expected to field questions on ethical issues on all topics at all times. In addition, ethical concepts will be the foundation of much of our class discussion.

Academic Integrity:

Exams are for the purpose of evaluating individual understanding of course material and the ability to communicate that understanding. Therefore, it is essential that everyone take his or her exam without assistance (i.e., cheating will not be tolerated). In addition, plagiarism, in any form, will not be tolerated. If there is any doubt as to what constitutes plagiarism, please review the definition at www.turnitin.com. All required research is expected to be original in that no recycled papers/topics from other classes are acceptable. Students are expected to adhere to the UNF code of conduct.

Important Notice:

MAN 6726, “Advanced Strategic Management and Business Policy,” is the Capstone Course for the Coggin College of Business. In addition, a C is considered a passing grade in this course as it is in all other courses, however, you must have a 3.0 Program of Study GPA to graduate.

Weather or Disaster Event Policy:

In the event that Jacksonville should become subject to a “weather event,” such as a Hurricane Warning (not a “watch”) or ice-storm, or total power blackout, you should consider this class as cancelled. If there is any uncertainty in your mind regarding class status, please check your class Blackboard for an announcement. All class cancellations will be posted on Blackboard. If any class assignment is missed due to a “weather event,” the assignment will become due one week (seven days) later.

Wall Street Journal:

Each student enrolling in one or more Coggin College of Business (CCB) courses numbered 3000 is expected to read the Wall Street Journal

If you have a disability, as defined by the Americans with Disabilities Act (ADA), which requires a classroom accommodation or auxiliary aid(s), please inform one of us of your needs during the first week of class so that the appropriate action can be taken. You should also notify the Office of Disabled Services Programs at 620-2769 concerning any needs you may have.

As of Fall Term 2001, all UNF students are generated an Osprey email account. Students can find out their email account username, reset their password to the default, and set forwarding by visiting this link: <http://www.unf.edu/compserv/info/osp-acct.html>.

Hydra Strategic Analysis and Planning Model (outline)
The Hydra Notes can be found under MAN 6726 at www.unf.edu/~swilliam

- Vision
- Values (If delineated, the strategic plan must also be consistent with values)
- Mission
 - Determine Firm's Current Performance level (ROA, EVA, Net Income, Profit Zone, Financial Evaluation to determine Firm's survival potential, Market Share and Market Share Movement by product/s and/or product line/s, Market Penetration, Customer Satisfaction Rating, Materials/Labor Scrap Rates). **In many cases the appropriate measures must first be determined before the current performance level can be measured.**
 - Identification of Current Strategy through Analysis of Strategic Thrusts and Projects (identification of all special and significant uses of resources designed to increase revenues or decrease costs)
 - Identification of **Value Creation** and Production Process/es
 - Internal Resource Audit of Human, Physical, and Organizational (capabilities and social) resources evaluated on a VRIO bases: Valuable, Rare, Imitable, Organization (exploitation)
 - Identification of Core Competencies, Core Business, Core Technology, and Non-core Resource Inefficient Candidates for Outsourcing
 - Identification of Current Business Strategy by product/s or product line/s
 - Identification of Product Positioning Strategy
 - Product/s or Product Line/s Profitability Analysis
 - Product/s or Product Line/s Consumer Motivational Analysis (Product, Price, Place)
 - Industry Structure, Conduct, Performance Analysis
 - Industry Life Cycle Analysis and Inherent opportunities
 - External Opportunities and Threats Generated from the Task and General Environment; Porter's Five Forces
 - Industry Attractiveness/Business Strength Matrix Analysis
 - Determination of Desired State
 - GAP Analysis
 - Specific Strategic Action Plan to Eliminate GAP
 - Restructuring the organization and decision authority as required
 - Redistribution of resources as needed
 - Tying resources to mission accomplishment
 - Resource allocation approaches
 - Process of resource reallocation
 - Implement cornerstones outsourcing model
 - Recommended Actions require resource budget
 - Approaches to budgeting
 - Budgeting for all levels of the organization
 - Managing the budget process
 - Including the proper incentives in the budget
 - Compensation plan developed to reinforce strategic plan
 - Make managers into owners B Risk
 - Determine which form of ownership is appropriate
 - Determine how the plan is to be administered
- Implementation through Operationalization of Strategic Plan
 - Every departments' and individuals' goals are spun directly off accomplishing strategic plan
- Continuous Evaluation and Adjustment