

Strategic Management and Policy

BUS 496

Course Learning Objectives

This capstone course has three related learning objectives.

1. Increase students' understanding of the strategic management process. This process includes formulating an organization's vision, mission, and goals; analyzing an organization's internal environment to identify strengths and weaknesses; analyzing an organization's external environment to identify opportunities and threats; formulating and implementing strategies to achieve an organization's goals; and assessing how well an organization achieves its goals.
2. Integrate what students have learned in their other business school courses.
3. Develop students' ability to analyze the complex competitive challenges organizations face.

Prerequisites

Lee Business School major and a minimum of a C grade in FIN 301 (Principles of Managerial Finance), MGT 301 (Principles of Management and Organizational Behavior), and MKT 301 (Marketing Management).

Required Textbook

David, F. R., & David, F. R. (2017). *Strategic Management Concepts: A Competitive Advantage Approach* (sixteenth edition). Boston: Pearson.

Required Cases

Casadesus-Masanell, R., & Aucoin, M. (2010). "Cirque du Soleil – The High-Wire Act of Building Sustainable Partnerships." *Harvard Business School Case 9-709-411*.

Edelman, S., & Eisenmann, T. R. (2014). "Google Inc. in 2014" *Harvard Business School Case 9-915-004*.

Huckman, R. S., & Pisano, G. P. (2010). "JetBlue Airways: Managing Growth." *Harvard Business School Case 9-609-046*.

Koehn, N. F., Besharov, M., & Miller, K. (2008). "Starbucks Coffee Company in the 21st Century." *Harvard Business School Case 9-808-019*.

Yoffie, D. S., & Kim, R. (2009). "Gucci Group in 2009." *Harvard Business School Case 9-709-459*.

Course Requirements and Grading

Attendance and punctuality are required at the class meeting on which teams are selected for the Team Project and the class meetings on which examinations are scheduled (see the class schedule below). Attendance and punctuality at all other class meetings are strongly recommended.

Students are required to read all assignments (book chapters and cases) before the date they are scheduled to be discussed in class (see the class schedule below). Cases must be brought to class on the date they are to be discussed.

There will be four examinations given on the dates shown in the class schedule. The first exam has 40 multiple-choice questions and is worth 40 points. The second and third exams each have 50 multiple-choice questions; each exam is worth 50 points. The final exam has 100 multiple-choice questions and is worth 100 points. The exams cover both assigned readings and class lectures. A brown or green Scan-Tron answer sheet and a number 2 pencil are required for each exam. Make-up exams are only given to students who notify the instructor before missing an exam and who provide an acceptable written excuse that can be documented.

On September 6 each student must attend class and join a team. Each team is required to complete the Team Project, a comprehensive strategic analysis of a business. Each team must select a publicly traded company from the most recent *Fortune* 500 list. The company selected may not be any of the companies listed on the handout of companies that cannot be used for the Team Project. Teams may not select the same company and must provide the instructor with the name of their company by September 13. The instructor must approve the company each team selects.

The Team Project requires each team to make an oral presentation to the class on November 17, 22, 29, or December 1 (see the class schedule) which describes its company's vision and mission; evaluates its company's internal strengths and weaknesses (including an evaluation of the company's financial performance during the most recent three years, using financial ratios); evaluates its company's external opportunities and threats; evaluates the strategies used by the company to achieve its mission; and makes recommendations about how the company can solve whatever strategic problems it is facing. Evaluation of the strengths, weaknesses, opportunities, and threats must include how each affects the company's ability to achieve its mission. The presentation must be between 30 and 35 minutes and must use Power Points. Each team must provide the instructor with a hard copy of its Power Points at the time of its presentation. The Team Project must equally involve each team member in both its preparation and the oral presentation, and must follow the outline for delivering an oral case presentation in Table 1 on pages 364-365 of *Strategic Management Concepts: A Competitive Advantage Approach* (sixteenth edition) by Fred R. David and Forest R. David. Please note this outline will be discussed in detail and amended during the class meeting on September 22. Also, please note that if a team member does not participate fully in team meetings and tasks and/or in the team presentation, he or she will not receive the team grade but will be assigned an individual grade that is lower than the team grade. The Team Project is worth 60 points and will be graded on quality of content and analysis (40%), thoroughness (40%), and adherence to the time requirement (20%).

The *Wall Street Journal* (WSJ) is an excellent source of current information about how organizations use the strategic management process. Students who subscribe to the *WSJ* will receive 5 points that will be awarded as *extra credit*. In order to receive these points, the

subscription must be in the student's name; must begin no later than the seventh class meeting of the current semester; and end no earlier than the last class meeting of the semester. By October 27, students must provide the instructor with written proof of the foregoing from the *WSJ*. To subscribe to the *WSJ*, visit: WSJ.com/student offer

Course Website

The web site <http://faculty.unlv.edu/amiller> contains the course syllabus, sample multiple-choice questions that test your understanding of the five required Harvard Business School cases (see page 2 of this syllabus), as well as the Power Point presentations used in the class lectures. To access these click on "Classes" in the left column.

Determination of the Course Grade

A student's course grade is determined by summing the number of points received for all examinations and the Team Project. If applicable, extra credit points for subscribing to the *WSJ* will be added to this total. The following table shows the number of points needed to receive each letter grade:

276-300 = A
270-275 = A-
264-269 = B+
246-263 = B
240-245 = B-
234-239 =
C+
216-233 = C
210-215 = C-
204-209 =
D+
186-203 = D
180-185 = D-
0-179 = F

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

Copyright—The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect**

nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor **within** the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or **within** the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Transparency in Learning and Teaching—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>
<https://www.unlv.edu/provost/transparency>

Incomplete Grades—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

Library—Students may consult with a librarian on research needs. For this class, the subject librarian is https://www.library.unlv.edu/contact/librarians_by_subject. UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Tutoring and Coaching—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

UNLV Writing Center—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in

consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

Rebelmail—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. **Emailing within WebCampus is acceptable.**

Final Examinations—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

CLASS SCHEDULE

August 30: Discussion of course objectives, prerequisites, course requirements and grading, course web site, determination of the course grade, etc.

September 1: Goals and strategies exercise.

September 6: What is Strategic Management and what are its Benefits?

Reading: David & David, chapter 1.

Students must join a team for the Team Project.

September 8: Business Vision and Mission.

Reading: David & David, chapter 2.

September 13: The External Assessment.

Reading: David & David, chapter 3.

Teams must provide the instructor with the name of their company for the Team Project.

September 15: Internet and Library Resources Useful for the Team Project - Guest

Speaker: Patrick Griffis, UNLV Business Librarian.

September 20: First Exam (covers David & David, chapters 1, 2, and 3; 75 minutes).

September 22: Amended Steps for Presenting the Team Project.

Reading: David & David, Table 1, pages 364-365.

September 27: The Internal Assessment.

Reading: David & David, chapter 4.

September 29: Long-Term Objectives and Strategies.

Reading: David & David, chapter 5.

October 4: Strategy Analysis and Choice.

Reading: David & David, chapter 6.

- October 6: Implementing Strategies: Management and Operations Issues.
Reading: David & David, chapter 7.
- October 11: Second Exam (covers David & David, chapters 4, 5, 6, and 7; 75 minutes).

- October 13: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.
Reading: David & David, chapter 8.
- October 18: Strategy Review, Evaluation, and Control.
Reading: David & David, chapter 9.
- October 20: Business Ethics, Social Responsibility, and Environmental Sustainability.
Reading: David & David, chapter 10.
- October 25: Global and International Issues.
Reading: David & David, chapter 11.
- October 27: Third Exam (covers David & David, chapters 8, 9, 10, and 11; 75 minutes).
Last day for students to provide written proof of their subscription to the *WSJ*.
- November 1: How to Prepare and Present a Case Analysis.
Reading: David & David, pages 358-360 (What is a Strategic Management Case? Guidelines for Preparing Case Analyses, and The Case Method versus Lecture Approach).
- November 3: Case: "Gucci Group in 2009."
- November 8: Case: "Cirque du Soleil-The High-Wire Act of Building Sustainable Partnerships."
- November 10: Case: "Google Inc. in 2014."
- November 15: Case: "JetBlue Airways: Managing Growth."
- November 17: Team Project Presentations (Teams 1 and 2).
- November 22: Team Project Presentations (Teams 3 and 4).
- November 24: Thanksgiving recess.
- November 29: Team Project Presentations (Teams 5 and 6).
- December 1: Team Project Presentations (Teams 7 and 8). December 6: Case: "Starbucks Coffee Company in the 21st Century."

December 8: Summary and Conclusions.
Review for Final Exam.

December 13: 10:10 a.m.-12:10 p.m. - BUS 496, Section 1001 Final Exam (covers David & David, chapters 1-11 and all the Required Cases listed on page 2 of this syllabus; 120 minutes).

December 15: 10:10 a.m.-12:10 p.m. – BUS 496, Section 1002 Final Exam (covers David & David, chapters 1-11 and all the Required Cases listed on page 2 of this syllabus; 120 minutes).