



UNIVERSITY OF CENTRAL ARKANSAS
COLLEGE OF BUSINESS
VISION, MISSION, AND CORE VALUES STATEMENT

Vision

Our vision is to be a leading regional public business college in Arkansas, with national recognition in selected fields or areas.

Statement of Mission and Core Values

Our mission is to provide high quality business education to our undergraduate and graduate students through the delivery of a current and responsive curriculum that promotes intellectual and professional development. We promote excellence through our scholarly endeavors and service to our stakeholders through strong engagement with the regional and global business community.

In carrying out this mission, the College of Business is guided by the following core values:

1. Intellectual Excellence.

- 1.1. Educate students: We promote intellectual and professional development of students by emphasizing communication, critical and analytical thinking, collaboration, information management and a broad exposure to key business disciplines.
- 1.2. Scholarship: We believe that faculty and students should engage in professional development and scholarly endeavors that promote the application and creation of knowledge in business practice and education.
- 1.3. Cultural competence: We maintain and develop current and responsive curriculum that prepares students for the global business environment through broad exposure to key business disciplines.
- 1.4. Physical learning environment: We strive to provide a physical infrastructure with appropriate technology that provides an environment in which our students and faculty can thrive professionally and intellectually.

2. Community.

- 2.1. Collegiality: We encourage transparency in our decision making practice through a process of shared governance based on interactions among faculty, staff, and students.
- 2.2. Service: We pursue collaborative partnerships between our internal and external stakeholders to promote life-long and experiential learning, research, service, and community interaction.

3. Diversity.

- 3.1. We value the opportunity to work, learn, and develop in a community that embraces the diversity of individuals and ideas.

4. Integrity.

- 4.1. Ethics: We are committed to ethical and responsible behavior in our own actions and to developing the same commitment in our students by promoting the awareness of professional ethical responsibilities.

4.2. Responsibility: We commit to being responsible and accountable in our operations at all levels, including assessment and continuous improvement of our academic programs and transparency in our fiscal and operational proceedings.

Learning Goals

Our graduates shall possess:

1. Critical Thinking & Analytical Thinking Skills;
2. Awareness of the Global Business Environment;
3. Ethical Reasoning Abilities;
4. Effective Communication Abilities;
5. Effective Collaborative Skills;
6. Effective Information Management Skills;
7. Understanding of a Broad Range of Business Disciplines.

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Course Syllabus

Course Information

Course Number:	MGMT 4347
Course Name:	Managing Policy and Strategy
CRN:	22462 and 20891
Semester:	Spring 2012
Location:	Room COB 315
Class Hours:	8-9.25 and 9.25-10.45 a.m.

Instructor Information

Name:	Yuen Chan
Office Location:	312N
Work Email:	ychan@uca.edu
Phone:	501 450 5745
Office Hours:	MW 8-12.30 T Th 10.45-12.45

Prerequisites:

PREREQUISITES: You need to have successfully completed FINA 3330, MGMT 3340, MGMT 3344 and MKTG 3350. It is your responsibility to ensure that you have met all these prerequisites

Textbook and Instructional Materials Required:

- Required Texts: 1) Hill, C.W.L., and Jones, G. R. Strategic Management : An integrated approach. (9th ed)
- Team Member Guide from Capstone: Business Simulation.
- And Comp-XM Examination Guide 2011

Course Description:

This is a capstone course which is designed to enable students to translate most of what they have learnt in the business school into practical applications. Strategy and business policies encompasses practical applications of general management, marketing, financial, accounting, production as well as other business knowledge. Understanding the concepts and theories from your text requires you to draw upon those business management knowledge that you have learnt

from other business classes prior to this class. The vehicle upon which this course is going to test your ability to apply such knowledge is the business simulation game. This game calls upon your skills, abilities and knowledge to integrate and make marketing, production, financial, R and D, TQM and HR decisions. In essence, this game enables you to test your ability to successfully manage a company and strategically utilize its resources to enable the company to grow and prosper. All game decisions are due at the time of processing and decision analysis and that is on Tuesday morning, each week.

In addition to the simulation game, lectures on strategic concepts and business policies will be based upon the chapters of the text and examples drawn from business magazines and news. Students are advised to read their text, listen to the audio provided in the blackboard and read business publications to keep their knowledge of real world business strategies up to date.

Course Objectives:

The objectives of this course are :

- i) To impart knowledge, develop skills and enhance abilities of senior management students to enable them to understand, design and implement business strategies, formulate business policies and implement business practices.
- ii) To analyze the diverse strategic actions adopted by major corporations and their business experiences in response to the changes in the dynamic environment, as learning platforms to increase students' understanding and appreciation of the practical intricacies and complexities of the strategic process.
- iii) To introduce the various methods by which corporations mobilize their resources to build competencies and competitiveness thus providing students with an insight into the importance of environmental, strategy and organizational structure alignment for organizational performance. To provide an opportunity for students to develop a general manager's perspective that challenged them to integrate prior coursework knowledge and experiences thus bridging the classroom and with real world experiences through a business simulation approach.

Course Delivery Method:

There are two main sections to this course. Theories and concepts of business strategies and policies will be delivered through lectures and reference to current business news development extracted from business magazines such as Bloomberg Business Week, Wall Street Journal, Fortune and Forbes. Powerpoint slides of each chapter and audio summaries are available through the Blackboard and students are encouraged to refer to them. Evaluation of students performance in this section is through spot quizzes, mid terms and finals.

The second section of this course is the conduct of a computer based business simulation game called Capstone. Students are given an opportunity to gain hands on experience of managing a company and putting the business strategies that they have acquired into practice. There are two components to this course. The first component organized students into teams of not more than three to manage a company and compete for market shares with five other competitors. This is an intensely competitive market and requires students to make decisions on innovation, finance, marketing, production, TQM, human resources management as well as accounting. The second part of this section requires students to manage a company on their own and make the same decisions as they have made as a team. All the deliverables for this section is through the capsim website using the microsoft Excel program.

GRADING

GRADE	TOTAL POINTS
A	90-100%
B	80-89%
C	70-79 %
D	65-69%
F	64 AND BELOW.

The various components of your grade are weighted as follows

- 1) Attendance, web ct discussions and class discussions
(3 maximum valid absences i.e. interviews, illness and all others that have been approve, more than that will end in a one grade point deduction)
10%
- 2) ad hoc quizzes, mid term and finals 15-30%
- 3) Simulation team game 15-30%
- 4) Individual CompXM game 15-30%
- 5) Completion of
 - a. Team Charter
 - b. Introductory quiz and 1 rehearsal rounds
 - c. Situational analysis
 - d. All tutorials including Advance marketing, TQM, Human resources mgmt and Lab. Neg.
 - e. Practice rounds completion and scoring 10%
- 6) Completion of
 - a. Strategic report after each round including final report
 - b. Peer review 5%

Description of Major Deliverables/Course Requirements:

SCHEDULE

MGMT 4347

Class schedule for Spring 2012

NOTE: HAVE YOUR LAP TOP READY IN EVERY CLASS. If you are using your laptop in class, make sure you are only viewing materials relevant to the class. If you are found to be viewing other materials and disrupting the attention of other students in the class, you will be required to leave the class.

12/1 :

Course introduction and introduction to the business simulation game,

Homework

i) **Subscribe to Capstone by TODAY** (5 minutes)

Instructions:

a) go to <http://www.capsim.com/>

b) **CLICK ON "Register"** top left hand corner of the home page. Click on **New Account** on the right hand top of the page. Scroll to the bottom and click on the **I agree** box. Click on **"continue with initial registration of the course"** Enter your registration ID at the top of the box. If you are registered at my 8.00 class enter your SIM ID as C48601 and if you are the 9.25 class enter 48602

c) enter your particulars

d) proceed to pay for both the business simulation game and the compxm game

e) On the first registration day you have not been assigned any teams. I will assign your team members. Depending on the size of the class, the minimum size of the team can be two members. Make sure you can work well together and your schedules for team meeting does not conflict. You will have to spend some time working on decisions after class and you will have to arrange to meet me after class to familiarize yourself with the game.

ii) Remember to download the Capstone Spreadsheet onto your computer (5 minutes)

- a) GO TO www.capsim.com
- b) key in your ID and password that was given to you when you registered.
- c) go to dashboard to download capsim spread sheet. This spreadsheet can be downloaded unlimited times to any computer that you are working on
- d) go to Getting Started and complete all the exercises.

iii) Remember to complete all the introductory exercises

- i) go to capsim.com
- ii) log in.
- iii) Click on getting started;
- iv) complete the rehearsal simulation by clicking on the rehearsal simulation tab on the right hand side
- v) complete the situational analysis
- vi) Go to the Help tab on the left hand side of your screen. Click on tutorials and demos then go through all the materials related to
 - a. introductory lessons
 - b. r and d
 - c. marketing
 - d. production
 - e. finance
 - f. all the optional modules
 - g. running your company
 - h. legacy demonstrationWhen you have completed this, you would have scored 5 points for the exercises and your final grade.

Deadline for completion of all exercises is 1/24 at 8 a.m.

iv) Read Chapter 1 of your text

1/17, Tuesday

Lecture: _____ Chapter 1:

Activity: team building, forming teams and developing an identity for the organization: vision, mission, norms etc.

Homework:

- ii) Read chapter 2.

1/19 Thursday :

Lecture on the game and expectations and how the game relates to strategy..

Homework

- 1) Complete your team charter upload on the blackboard assignment section.
- 2) Complete your situation analysis due 1/24 8am print it out for class submission on Tuesday
- 3) Upload your team strategy on the blackboard before 1/24
- 4) Team practice round 1 : to be completed before 1/24 8.00 am

1/24 Tuesday

Lecture chapter 2

Team practice round. 1 debrief

Homework

- 1) Start of Practice round 2. Complete practice round 2 by 1/31 8.00 am
- 2) Upload team strategy before 1/31 8.00 am

1/26 Thurs

Lecture : Chapter 2 (continue)

Practice round 2 due on 1/31

1/31 Tues

Lecture Chapter 3

DEBRIEFING OF RESULTS FROM PRACTICE ROUND 2

Beginning of Practice round 3 due 2/7

2/2 Thurs

Quiz on the game and chapter 1 and 2 on WebCT.

Finalize Practice round 3 .

2/7 Tues :

Lecture chapter 4

- o Practice round 3 debrief and resetting the game.
 - o Start of competitive round 1 due 2/14
 - o Complete Peer evaluation of round 1 under the capsim homepage
 - o Complete rationale of round 1 for uploading in the blackboard .
- All assignments due on 2/14

2/9 Thurs :

Lecture for chapter 4

- 1) Remember the decisions for round 1 should be in by 2/14
- 2) Please upload your strategy to round 1 on Blackboard
- 3) Assignment for competencies and competitive advantage is also due
- 4) Remember to submit your peer evaluation for members of your team.

2/14 Tues :

LECTURE CHAPTER 5

Debrief for round 1

- a. Round 1 debrief and beginning of round 2.
- b. Start of competitive round 2 due 2/21
- c. Complete Peer evaluation of round 2 under the capsim homepage
- d. Complete rationale of round 2 for uploading in the blackboard .
All assignments due on 2/21

2/16 Thurs

Lecture Chapter 5

Finalize round 2 decisions before 2/21

Completion of peer review

Upload team strategy to blackboard.

2/21 Tues

Lecture chapter 6

Debrief round 2: round 3 open for decisions due 2/28

2/23 Thurs

Lecture chapter 6.

Round 3 team decisions due 2/28

Perform peer review 2/28

Upload team strategy 2/28

Get ready for MIDTERM QUIZ CHAPTER 3-6

2/28 Tues:

Debrief round 3

Round 4 open for decisions deadline 3/6

MIDTERM QUIZ CHAPTER 3-6

3/1 Thurs

Lecture Chapter 7

Finalize input for round 4

Remember to upload your game strategy

Remember your peer review for round 4

3/6 Tues

Lecture on chapter 7

Debrief round 4 Round 5 decisions ready for input deadline 3/13

3/8 Thurs

Lecture on Chapter 8

3/13 Tues

Lecture chapter 8

Round 5 debrief Round 6 is opened due 3/27

3/15 Thurs

Lecture chapter 8 and Chapter 9

Finalize round 6 decisions for deadline 3/27

Peer review for round 6 due on 3/27

Team strategy for round 6 due on 3/27

3/27 Tues

Lecture Chapter 9

Debrief round 6 Round 7 open for input

3/29 Thurs

Lecture chapter 9

Finalize decision before 4/3 for round 7

Remember to upload team strategy to blackboard

Peer evaluation for round 7 due on 4/3

4/3 Tues

Lecture chapter 10

Debrief for round 7. Round 8 and final round ready for input

4/5 Thurs

Lecture chapter 10

Round 8 decision due on 4/10

Upload strategy for round 8

Upload peer review

4/10 Tues

Debrief round 8

Chapter 11 lecture

CompXM ready for input

4/12 Thurs

Teams presentation of report to shareholders.

Comp XM ready for input

4/17 Tues

Teams presentation of report to shareholders

CompXM ready for input

Finish chapter 11

4/19 Thurs

Chapter 12 Lecture

Comp XM ready for input

4/26

Syllabus

Finals for chapter 7, 8, 9, 10, 11,12

From 4/27-5/1

Completion of compXM

Completion of CompXM by 5/1 9.00 pm eastern time.

Policies and Procedures:

Course Management:

Evaluation policies

Students are evaluated based upon their performances in :

- 1) **Quizzes and Finals:** knowledge of business strategy theories and concepts are tested. Finals will be comprehensive. All quizzes are multiple choice and designed as case studies that will test your ability to apply such concepts and theories to solve business strategic problems.
- 2) **Strategic Business Game Simulation:** ability to put into practice all the skills, knowledge and abilities acquired during your two years in the business school to manage a simulated company in an intensely competitive environment. Evaluation is based upon your team's performance using the Balance Scorecard Scores. There will be six teams competing and the two highest Balance Scorecard scores in each round i.e. each year of decision, will be averaged and weighted to 100. All other team scores will then be calculated according to this weight. Individual team members scores are then calculated according to their peer review scores as a percentage of their team scores for that round.
- 3) **COMPXM individual game :** While the team component of the Business Simulation game is an exercise of team learning and team performance, the COMP XM is a test of how much you have learned and mastered in your team game. In the COMPXM students are put into the role of a CEO running a similar but less complicated company. Your competitors are computer simulated companies and you pit your business acumen against them for 4 rounds of decision making and 5 rounds of Board of Directors' inquiries. The objective is to gain market share. You are answerable to your Board of Directors at the end of each round and your Board of Directors will pose certain questions that you need to answer before you proceed to the next round. These questions are a test of your understanding of marketing, finance, accounting, strategy, human resources management etc. **TO DO WELL IN THIS PART OF THE GAME, YOU HAVE TO LEARN FROM THE TEAM GAME AND APPLY THE KNOWLEDGE IN THE COMPXM. SO MAKE SURE YOU ARE DEEPLY INVOLVED IN THE DECISIONS OF THE TEAM GAME BECAUSE NO ONE IS GOING TO HOLD YOUR HAND IN THE INDIVIDUAL COMPXM GAME!!!!**

- 4) **Class attendance and punctuality:** Punctuality, attendance and preparation by reading ahead of the class are indicators of a conscientious student and will lead to better performance. Absences of more than 3 times without a valid reason means that you can be dropped from the class. I need written statements from you in order not to deduct points from your grades or drop you from class. Verbal excuses does not count and please do not approach me at the end of the class and inform me of your intended absences.

STUDENTS ARE ADVISED THAT THERE IS A MINIMUM ATTENDANCE REQUIREMENT FAILING WHICH A FAILURE GRADE WILL BE AWARDED. IF YOU ARE SICK OR HAVE OTHER COMMITMENTS WHICH REQUIRE YOU TO BE ABSENT FROM THE CLASS MORE THAN 3 CLASS LESSONS, THEN YOU SHOULD CONSIDER DROPPING THE CLASS.

Attendance Policies

Students are advised to give their attention to the following:

- i. Classes will start **on time and attendance will be taken** at the beginning and sometimes at the end of the class. Tardiness will disrupt the normal conduct of the class. Points will be deducted for tardiness. I will accept no excuses for not being present in class unless it is an emergency or that you produce a doctor's certificate to certify that you have been sick. Your strategy is to work around your social commitments. The 10 points for attendance is based upon
 1. 1-3 times absent = up to 10 points will be deducted
- ii. For athletes who have to absent themselves from the class to participate in college games, you are required to submit a 5 page summary of the chapter that you have missed. Points will be deducted if the quality of the submission is below my expectations.
- iii. You are therefore responsible for signing in at the beginning of the class. I do not entertain absences request while conducting a class or in between class or through email. Give me a written note and I reserve the right to decide whether that is a valid reason for absences. Generally, you should not plan your doctors visit, work commitment and personal life commitment during class times. They are not excuses. However, emergency illness, interviews and taking part in university sports teams are valid with a written statement from you and letters certifying you need to be absent from class. Without such letters, your absences will be recorded as AWOL.

Assignment Submission:

- i. All assignments have deadlines and will not be extended. That includes deadlines for decisions each round, all the scheduled exercises and tutorials, strategy report of each round, team charters etc. Each round's decision will have to be accompanied by a one page type written summary of your group's strategy and analysis of your competitors

positions and what competitive advantage you hope to achieve. Such a submission will have to be uploaded through the web ct assignments icon before the deadline scheduled for that round. Do not send your assignments through email to me. I need the assignments to be uploaded. Since only one submission is expected of each group, each member of the group should take turns to submit this report. The team member who submit the report should type his or her name on the left hand corner of the submission. The font for these assignments are either **times roman** or **courier** with font size 12. They have to be double spaced and stapled.

- ii. Late submissions will not be entertained. I do not entertain submissions by email and the web ct assignments box will be programmed to prevent submission after the time and date specified for each round. Excuses like computer failures, assignments left in the car, printer did not work etc I have heard it all. If for any uncontrollable circumstances, assignments are handed in late, points may be deducted at my discretion. So please have back up and keep back up copies of your work.

Makeup Exams:

Make up exams are at the discretion of the professor depending on the reasons that students give for being absent. Students who have valid absences as mentioned above will be eligible to sit for make up exams or quizzes as scheduled by the professor.

Classroom Policies:

Behaviors of students that are appreciated :

- 1) All cell phones are switched off and out of sight in your bag. Please make sure that the cell phones are not in front of you during class. I do not encourage text messages in class.
- 2) **no computers should be switched on unless instructions are given to do so. (ALL COMPUTER SCREENS SHOULD BE ON THE RELEVANT TOPIC OF DISCUSSIONS AND IF STUDENTS ARE FOUND TO BE VIEWING OTHER THAN RELEVANT SCREENS, THEY WILL BE ASKED TO LEAVE THE ROOM. YOUR VIEWING OF SUBJECT MATTERS WHICH ARE NOT RELEVANT TO THE CLASS ARE A DISTRACTION TO OTHER MORE CONSCIENTIOUS STUDENTS WHO WISH TO LEARN!!!!!!!)**
- 3) Please share your knowledge and information with everyone in the class during class sessions which means that discussions should only be class discussions and not between two individuals.
- 4) Please allow me to resit you if you are a distraction to your classmates
- 5) Please ensure that there is at least one empty space between you and the next person during tests and cover your test answers.
- 6) Make sure you sign in when the roll is passed around.
- 7) If you are late, please come in and settle down fast because the class will stop whatever they are doing to wait for you to sit down.
- 8) If you have other commitments that disrupt your class attendance and you are unable to attend a few classes then you should think about dropping the class.

Academic Integrity Statement:

The University of Central Arkansas affirms its commitment to academic integrity and expects all members of the university community to accept shared responsibility for maintaining academic integrity. Students in this course are subject to the provisions of the university's Academic Integrity Policy, approved by the Board of Trustees as Board Policy No. 709 on February 10, 2010, and published in the Student Handbook. Penalties for academic misconduct in this course may include a failing grade on an assignment, a failing grade in the course, or any other course-related sanction the instructor determines to be appropriate. Continued enrollment in this course affirms a student's acceptance of this university policy.

Disabilities Act Statement:

The University of Central Arkansas adheres to the requirements of the Americans with Disabilities Act. If you need an accommodation under this Act due to a disability, please contact the UCA Office of Disability Services, 450-3613.

Sexual Harassment and Academic Policies:

All students are required to familiarize themselves with the University of Central Arkansas policy on sexual harassment and on academic policies. These policies are printed in the Student Handbook.

Accreditation & Assurance of Learning

Learning Objective 1a: Students will be able to use appropriate analytical techniques to identify and frame problems, generate and compare alternatives, and use knowledge and reasoning skills to optimize organizational performance.

Measure:

Measure: Students will demonstrate learning and mastery of subject matter through their performance on the Capstone © Business Simulation.

Benchmark (meets): The College's mean score will be in the 50th percentile or above.