I. LOCATOR INFORMATION

Instructor: Steven E. Phelan, Ph.D.
Class Location: SBE 113
Office Location: SBE 233
Semester Credit Hours: 3
Office hours: Thursday, 2:00 – 5:00 pm, or by appointment
Day and Time Class Meets Thursday, 6:00 – 8:50 pm
Office Phone: 910-610-2410
E-Mail: sphelan@uncfsu.edu

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@broncos.uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Rules and regulations governing the use of FSU email may be found at http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf

II. COURSE DESCRIPTION

Unlike other business courses that concentrate narrowly on a particular function or piece of the business – accounting, finance, marketing, human resources, etc – strategic management is a big picture course. It cuts across the whole spectrum of business and management. The center of attention is the total enterprise -- the industry and competitive environment in which the company operates the long-term direction and strategy, the company’s resources and competitive capabilities, and its prospects for success.
III. Disabled Student Services: In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203

IV. TEXTBOOK

Required textbooks and simulation:

The Business Strategy Game (www.bsg-online.com) Instructions for ordering the simulation will be given in class.

V. STUDENT LEARNING OUTCOMES:
Upon completion of this course, students will be able to
1. Develop their capacity to think strategically about a company, its present financial position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
2. Understand strategies for competing in global markets and in the Internet Era.
3. Develop their powers of managerial judgment, and improve their ability to assess different strategic options.
4. Increase their awareness of the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.
5. Demonstrate advanced knowledge and analytical competence in case studies.
6. Demonstrate a good understanding of the literature on business policy/strategic management and how it applies to contemporary organizations.
7. Demonstrate competence with the Business Strategy Game.
8. Demonstrate advanced verbal and writing communication skills.

VII. EVALUATION CRITERIA

<table>
<thead>
<tr>
<th>Grading System</th>
<th>Percent</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Case Discussions</td>
<td>25%</td>
</tr>
<tr>
<td>Solo Simulation</td>
<td>5%</td>
</tr>
<tr>
<td>BSG Results</td>
<td>10%</td>
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<tr>
<td>BSG Peer Evaluation</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
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</table>

A = 90-100%
B = 80 – 89%
C = 70 – 79%
F = Below 70%
**Academic Dishonesty**
Plagiarism and cheating are serious offenses and may be punished by failure on exam; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense. Plagiarism is considered theft of intellectual property. Please visit the Georgetown University web site [http://www.georgetown.edu/honor/plagiarism.html](http://www.georgetown.edu/honor/plagiarism.html) for plagiarism discussions. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances.

**VIII. COURSE REQUIREMENTS**

<table>
<thead>
<tr>
<th>NOTE: IT IS VERY IMPORTANT TO READ AND UNDERSTAND THE FOLLOWING REQUIREMENTS FOR THIS COURSE.</th>
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**Midterm Exam (25%)**
A two-hour midterm exam will be conducted via Blackboard on 3/5/15. The exam will cover chapters 1 thru 8 of the textbook. Students will be required to answer five of eight questions, with one question drawn from each chapter.

**Final Exam (25%)**
A two-hour final exam will be conducted via Blackboard on 5/7/15. The exam will cover chapters 9 thru 15 of the textbook. Students will be required to answer five of seven questions, with one question drawn from each chapter. Unlike the midterm this exam MUST be proctored. There are three options:
1. Take the exam in class via paper or laptop;
2. Find a proctor through UNC online; or
3. Use proctoru.com

**Case Discussions (25%)**
Each week you will be assigned a major case to read from the textbook. Each case will have a number of questions. You will be expected to discuss some of the answers to these questions on Blackboard. You will score 2 points for the best answer to a question and 1 point for each substantive reply. Points will be awarded at the discretion of the instructor with a maximum of 3 points per week. Further details will be provided in class.

**Solo Simulation (5%)**
In this section of the course, you must play the solo business strategy game located at: [http://www.mbacrystalball.com/business-strategy-game](http://www.mbacrystalball.com/business-strategy-game). This will help to familiarize yourself with some basic principles for the competitive business strategy game. To earn your points, you must 1) play the game for the first time and print your results to a PDF, 2) play the game until you earn over $5 million in profits and print that result to a PDF, 3) upload both PDFs to the solo simulation section of assessment on Blackboard.
**BSG Results (10%)**
We will be playing two practice rounds and six actual rounds of the business strategy game ([www.bsg-online.com](http://www.bsg-online.com)). You must register individually for the game and instructions will be provided in class. Your performance in the game against investor expectations (50%) and other teams (50%) will determine your grade in this section of the course.

**BSG Peer Evaluation (10%)**
At the end of the simulation game, you will receive an opportunity to evaluate yourself and your team. Your score will be a reflection of your team’s evaluation of your performance during the simulation.

**IX. COURSE OUTLINE WITH ASSIGNMENT SCHEDULE**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
<th>Case</th>
<th>Sim</th>
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<tbody>
<tr>
<td>1</td>
<td>1/15/15</td>
<td>Introducing strategy</td>
<td>1</td>
<td>Lego</td>
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<tr>
<td>2</td>
<td>1/22/15</td>
<td>The environment</td>
<td>2</td>
<td>Vodaphone</td>
<td>Solo</td>
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<tr>
<td>3</td>
<td>1/29/15</td>
<td>Strategic capabilities</td>
<td>3</td>
<td>H&amp;M</td>
<td>P1</td>
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<tr>
<td>4</td>
<td>2/5/15</td>
<td>Strategic purpose &amp; culture</td>
<td>4/5</td>
<td>Coloplast</td>
<td>P2</td>
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<tr>
<td>5</td>
<td>2/12/15</td>
<td>Business strategy</td>
<td>6</td>
<td>M&amp;S</td>
<td>1</td>
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<tr>
<td>6</td>
<td>2/19/15</td>
<td>Corporate strategy</td>
<td>7</td>
<td>SABMiller</td>
<td>2</td>
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<tr>
<td>7</td>
<td>2/26/15</td>
<td>International strategy</td>
<td>8</td>
<td>Teva</td>
<td>3</td>
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<td>8</td>
<td>3/5/15</td>
<td>Midterm Exam</td>
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<td>9</td>
<td>3/12/15</td>
<td>Spring Break</td>
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<tr>
<td>10</td>
<td>3/19/15</td>
<td>Innovation strategy</td>
<td>9</td>
<td>Apple</td>
<td>4</td>
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<td>11</td>
<td>3/26/15</td>
<td>Mergers and acquisitions</td>
<td>10</td>
<td>Cadbury/Kraft</td>
<td>5</td>
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<tr>
<td>12</td>
<td>4/2/15</td>
<td>Evaluating strategies</td>
<td>11</td>
<td>Narco-trafficking</td>
<td>6</td>
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<tr>
<td>13</td>
<td>4/9/15</td>
<td>Strategy development</td>
<td>12</td>
<td>GMB</td>
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<tr>
<td>14</td>
<td>4/16/15</td>
<td>Organizing for success</td>
<td>13</td>
<td>Flight Centre</td>
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<tr>
<td>15</td>
<td>4/23/15</td>
<td>Leading change</td>
<td>14</td>
<td>Leax</td>
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<tr>
<td>16</td>
<td>4/30/15</td>
<td>The practice of strategy</td>
<td>15</td>
<td>HomeCo</td>
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<tr>
<td>17</td>
<td>5/7/15</td>
<td>Final Exam</td>
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Title IX – Sexual Misconduct
Fayetteville State University (University) is committed to fostering a safe campus environment where sexual misconduct — including sexual harassment, domestic and dating violence, sexual assault, and stalking - is unacceptable and is not tolerated. The University encourages students who may have experienced sexual misconduct to speak with someone at the University so that the University can provide the support that is needed and respond appropriately. The Sexual Misconduct policy can be found at the following link:  http://www.uncfsu.edu/Documents/Policies/Students/SexualMisconduct.pdf

Consulting with a Health Care Professional - A student who wishes to confidentially speak about an incident of sexual misconduct should contact either of the following individuals who are required to maintain confidentiality:

Ms. Pamela C. Fisher
Licensed Professional Counselor
Spaulding Building, Room 165
(910) 672-387
psmith@uncfsu.edu

Ms. Linda Melvin
Director, Student Health Services
Spaulding Building, Room 121
(910) 672-1454
lmelvi10@uncfsu.edu

Reporting an Incident of Sexual Misconduct - The University encourages students to report incidents of sexual misconduct. A student who wishes to report sexual misconduct or has questions about University policies and procedures regarding sexual misconduct should contact the following individual:

Ms. Victoria Ratliff
Deputy Title IX Coordinator for Students
Spaulding Building, Room 155
(910) 672-1222
vratliff@uncfsu.edu

Unlike the Licensed Professional Counselor or the Director, Student Health Services, the Deputy Title IX Coordinator is legally obligated to investigate reports of sexual misconduct, and therefore cannot guarantee confidentiality, but a request for confidentiality will be considered and respected to the extent such will not impede the University's investigation of the complaint as required by federal regulations."

Students are also encouraged to report incidents of sexual misconduct to the University’s Police and Public Safety Department at (910) 672-1911.