Management 3280--Business Policy  
Section 091 #12156 Tuesday 6:30 - 9:15 pm  
Fall 2012

Faculty: Dr. Karen Ford-Eickhoff

Office: 253A Friday

Office Hours:  
Tuesday/Thursday 8:15 – 9:15 am and 12:30 – 1:00 pm  
Wednesday 1:00 – 3:00 pm  
Additional times by appointment

Email: keickhof@uncc.edu (best way to reach me)

Phone: 704-687-7624

Required Text: Dess, G. G., Lumpkin, G. T., and Eisner, A. B. Strategic Management, sixth edition, 

Required Cases: You will need to purchase cases for our class from www.study.net. Go to this site, find 
UNCC, then this section of the course, and purchase the electronic case package. If you encounter any 
problems, contact Study.net at customerservice@study.net. You will need to have the case with you in 
class on the day it is discussed.

Recommended: Wall Street Journal

Course Description:  
MGMT 3280. Business Policy. (3) Prerequisites: Senior Standing and completion of ECON 3125, OPER 
3100, MKTG 3110, FINN 3120, BLAW 3150, MGMT 3140, and MGMT 3160. (Accounting majors are 
required to take OPER 3100, MKMT 3110, FINN 3120, BLAW 3150, MGMT 3140, and either MGMT 
3160 or COMM 1101). Concerns the role of top management of the firm in integrating the internal 
functions and environmental forces. Emphasis on defining economic, technological, ethical, political, and 
social forces affecting the firm and their consideration in setting goals and operating policies.

Assurance of Learning:  
Decision/Analytical. Students will demonstrate analytical, quantitative, and reflexive thinking skills in 
decision making. Students will apply problem solving processes to business and economic situations. 
Professional Competence/Synthesis. Students will acquire knowledge and analytical skills of the 
functional areas of business. Students will recognize, integrate, and synthesize frameworks from all 
functional areas of business to solve problems.

CATT Statement: All core courses in The Belk College of Business Administration are committed to 
fulfilling one or more of four major competency areas identified by the letters CATT: Communication 
and Technology Skills, Adaptability to Change, Globalization, and Diversity, Teamwork and Leadership, 
and Thinking and Problem Solving. In the Department of Management, MGMT 3280 is targeted at two 
of these learning outcomes: 1) Teamwork and Leadership and 2) Thinking and Problem Solving. The 
purpose of this course is to help students: function effectively as a team leader; to understand group 
dynamics; to think independently; to apply, articulate, and evaluate problem-solving processes; to 
recognize, employ, and integrate frameworks from all business disciplines in order to respond to 
opportunities and solve problems; and to cover ethical, global, and political issues in business.
Learning Objectives:
After completing MGMT 3280, students will:
• understand how to analyze the internal and external environments of business organizations in order to identify opportunities, threats, strengths, and weaknesses;
• be able to apply problem-solving processes to business situations;
• be able to recognize, integrate, and synthesize frameworks from all business disciplines to solve problems;
• understand the roles played by stakeholders in various business situations.

Course Objectives:
• To view the organization from the top management position;
• To apply a process of strategic thinking to solve organizational problems;
• To develop skills in strategic analysis;
• To increase awareness of ethical implications of decision making;
• To integrate knowledge gained from earlier prerequisite courses;
• To develop skills for integrating the functional areas such as management, marketing, finance, and production;
• To serve as a capstone course for the various business disciplines taught in the business core.

Purposes: The purposes of this course are: (1) to provide an integrative experience at the end of the bachelor's degree in business administration involving the key components of the business curriculum including such facets as accounting, finance, marketing, management, and management science; (2) to provide an opportunity for undergraduate students to place themselves in the role of chief executive officer and/or high level executives solving complex problems of major organizations in society--both private and public; (3) to analyze top corporate policy in different types of organizations; (4) to assume the role of business consultant; (5) to develop the student's capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage; (6) to build students' skills in conducting strategic analysis in a variety of industries and to provide them with a stronger understanding of the competitive challenges of a global environment; and (7) to make students more conscious of the importance of ethical principles and corporate social responsibility. This course also attempts to encourage students to continue their study of top corporate policies, opportunities, and problems after leaving the university.

Method of evaluation:
Exams 35%
Term project on a company 25%
Class participation 15%
Written assignments 15%
Article summary/presentation 10%

Grading scale:
A : 90-100
B: 80-89
C: 70-79
D: 60-69
F: < 60
The course includes two written exams and a comprehensive final exam. The comprehensive exam will be the only make-up exam opportunity if you miss an earlier exam. The two highest exam grades will be used to calculate the exam component of the course evaluation.

A major component of the course will be a term project in which students will analyze an existing company. Students will research and analyze the current situation for your firms, will develop and evaluate strategies for the future, and will recommend and support a course of action. As a team, students will present your research and recommendations in class and submit a full written report as well.

Class participation is essential in this course. In order to participate fully, you should read all assigned textbook chapters and cases and be well prepared to discuss them in class. When you are the audience for classmates doing presentations, you will earn credit by participating in discussions with the presenters and the rest of the class. All students are expected to be conscientious organizational citizens and attend all term project presentations. Your overall grade will be reduced one percent for each absence during these major presentations.

Participation of course begins with being in class so absences mean you miss the opportunity to earn participation points that day. Arriving late for class or leaving early will reduce the participation points earned that day by one category. Both the quantity and quality of your participation is important for earning participation points each day on the following scale:

Exceptional (8 points)—contributions show excellent preparation. Ideas are exceptionally substantive and provide major insights. Positions are persuasively presented while respecting others’ positions as well. Significant contribution to the quality of the discussion.

Good (4 points)—contributions show good preparation. Ideas are substantive and provide generally useful insights which offer direction to the class. Positions are satisfactorily persuasive while respecting others’ positions as well. Satisfactory contribution to the quality of the discussion.

OK (2 points)—contributions show some preparation but not good preparation. Ideas are less substantive and provide few insights that add to the class. Positions are adequately persuasive while respecting others’ positions. Adequate contribution to the quality of the discussion.

Present but no contribution (1 point)—present in class but no contributions or contributions show no preparation. Ideas are not substantive and provide no benefit to the class. Positions are not persuasive or are presented in a manner that is not respectful of others’ positions. No contribution to the quality of the discussion.

Absent (0 points)—absent from class

You will have ample opportunity to earn participation points over the semester since nearly every class meeting will involve an opportunity to participate. At the end of the semester the proportion of 100 total points that you have earned will be used to calculate the participation component of the course grade. Note that with exceptional quality participation every day, it is possible to earn more than 100 points on the participation component. So your strong participation in the class discussions has a positive impact on your overall course grade as well as on the quality of class discussions.
Written assignments will give students the opportunity to individually reflect on a variety of issues and develop written communication skills. Written assignments will sometimes be completed during class and sometimes outside of class time. When the assignment will be done outside of class time, it is due at the beginning of class on the due date. **Late assignments will not be accepted.**

Summaries of articles from journals such as the *Wall Street Journal* on topics related to strategic concepts in business will emphasize current events and applications of textbook concepts in the real world. Individually, students will present your summaries of the articles in order to share the information with classmates and develop your oral communication skills. These presentations give all students the opportunity to lead the class discussion on topics you find interesting and also to speak in front of the class once before the major term project presentations later in the semester.

This capstone course is designed to transition students away from reliance on a professor lecturing to tell you what you need to know toward self-reliance and taking initiative—just like it will be in your careers from now on. And just like your careers, this course to a great extent will be what you make it.

**Electronic devices:** All students must turn off and put away all electronic devices such as cell phones and laptops while in the classroom during class. Talk with me if you would like to use a laptop/tablet to view electronic versions of the cases rather than printing them (and only for this purpose) during class. The participation component for the course will be negatively impacted by distractions you cause or allow.

**The UNCC Code of Student Academic Integrity:**
Students are reminded of the code of academic integrity stated in the college catalog and are expected to follow it. It reads as follows:

> The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The following conduct is prohibited in that Code as violating those standards:

**A. Cheating.** Intentionally using or attempting to use unauthorized materials, information, notes, study aids, or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

**B. Fabrication and Falsification.** Intentional and unauthorized alteration or invention of any information or citation in any academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

**C. Multiple Submission.** The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

**D. Plagiarism.** Intentionally or knowingly presenting the work or another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging is when the ideas, information, etc. is common knowledge.

**E. Abuse of Academic Materials.** Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

**F. Complicity in Academic Dishonesty.** Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

**Diversity:**

The Belk College of Business strives to create an inclusive academic environment in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to, ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.
<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
</table>
| 1  | Tues 8/21| Introduction  
Syllabus  
Article summary assignment |
| 2  | Tues 8/28| Discussion of material included in text chapter 1  
Team term project assignment |
| 3  | Tues 9/4 | Case: Everest (purchase from Study.net)  
Discussion of material included in text chapter 2  
Article summary presentations topic 1 Strategic Leaders (Board members, CEOs, Top Management Team members)  
Written summaries due at the beginning of class (topic 1 students)  
**Strategic Leadership memo due at beginning of class (all students)** |
| 4  | Tues 9/11| Case: Walking the Walk: Social Responsibility at the White Dog Café (purchase from Study.net)  
Discussion of material included in text chapter 3  
Article summary presentations topic 2 Opportunities/Threats  
Written summaries due (topic 2 students)  
**Social Responsibility memo due at beginning of class (all students)** |
| 5  | Tues 9/18| Article summary presentations topic 3 Social Responsibility  
Written summaries due (topic 3 students)  
Exam I (chapters 1, 2, 3) |
| 6  | Tues 9/25| Discussion of material included in chapter 5  
Article summary presentations topic 4 Competitive Advantage  
Written summaries due (topic 4 students)  
**Personal Strategic Plan due at beginning of class (all students)**  
**CATME Term Project Peer Evaluation 1 due at beginning of class (all students)** |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Tues 10/2</td>
<td>Case: Harley-Davidson (purchase from Study.net)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discussion of material included in chapter 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Article summary presentations topic 5 Corporate Strategies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Written summaries due (topic 5 students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Harley-Davidson memo due at beginning of class (all students)</td>
</tr>
<tr>
<td></td>
<td>Tues 10/9</td>
<td>Fall Break</td>
</tr>
<tr>
<td>8</td>
<td>Tues 10/16</td>
<td>Case: IKEA (purchase from Study.net)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Case: Apple (purchase from Study.net)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discussion of material included in chapter 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Article summary presentations topic 6 Not-for-profit Org. Strategies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Written summaries due (topic 6 students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IKEA memo due at beginning of class (all students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CATME Term Project Peer Evaluation 2 due at beginning of class (all students)</td>
</tr>
<tr>
<td>9</td>
<td>Tues 10/23</td>
<td>Case: Cirque Du Soleil (purchase from Study.net)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Article summary presentations topic 7 Business in a Global Context</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Written summaries due (topic 7 students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team memo due at beginning of class (all students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team term project papers due at beginning of class (all students)</td>
</tr>
<tr>
<td>10</td>
<td>Tues 10/30</td>
<td>Exam 2 (chapters 5, 6, 7)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team meetings</td>
</tr>
<tr>
<td>11</td>
<td>Tues 11/6</td>
<td>Team term project presentation 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Peer evaluations (team 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Team term project presentation 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Peer evaluations (team 2)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CATME Term Project Peer Evaluation 3 due at beginning of class (all students)</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------</td>
<td></td>
</tr>
<tr>
<td>12 Tues</td>
<td>Team term project presentation 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer evaluations (team 3)</td>
<td></td>
</tr>
<tr>
<td>12 Tues</td>
<td>Team term project presentation 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer evaluations (team 4)</td>
<td></td>
</tr>
<tr>
<td>13 Tues</td>
<td>Team term project presentation 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer evaluations (team 5)</td>
<td></td>
</tr>
<tr>
<td>13 Tues</td>
<td>Team term project presentation 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer evaluations (team 6)</td>
<td></td>
</tr>
<tr>
<td>14 Tues</td>
<td>Team term project presentation 7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer evaluations (team 7)</td>
<td></td>
</tr>
<tr>
<td>15 Tues</td>
<td>Wrap up</td>
<td></td>
</tr>
<tr>
<td>12/11</td>
<td>Final Exam</td>
<td></td>
</tr>
<tr>
<td>8:00 – 9:15 pm</td>
<td>Final Exam</td>
<td></td>
</tr>
</tbody>
</table>