Seton Hall University
W. Paul Stillman School of Business

Our mission is to be the school of choice for business education in the state of New Jersey and to be known nationally among the best business schools within a Catholic University

BMBA 9400

BUSINESS POLICY

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COURSE OBJECTIVES

This course is the capstone for the MBA program for Stillman School of Business of Seton Hall University. It is designed for students (1) to learn the concepts and skills of strategic management for corporate long-range planning and management, and (2) to integrate the knowledge learned from functional courses in the MBA program through running a company in a simulated business environment. It is conceived with the following four objectives in view.

First, the course provides opportunities for students to thoroughly understand the role of chief executive managers for a business corporation. The issues discussed in this course, the role you are going to perform in running your ‘company’ are from the perspective of a CEO at the corporate level, in contrast to from the perspective of a manager at the functional level. The participants whose major experience have been in one of the functional areas of management will have opportunities to relate their experience to the contents of other functional areas, and to develop multi-functional integrative perspectives as a general manager.

Second, the course provides an opportunity for participants to learn the concepts, tools, and approaches of strategy formulation and implementation. Strategy formulation involves identification of external opportunities and internal strengths, making strategic choices, and allocation of resources. Implementation involves the development of action plans, policies and coordinating activities that would integrate the firm’s resources toward its mission and strategic objectives. This course gives sufficient emphasis on development of global strategy to compete in an industry in the global economy.

Third, the participants will be required to develop critical thinking and problem-solving skills for identifying business issues and making decisions for an organization in the rapidly changing domestic and global environment. You are also expected to master skills of
Emotional Intelligence to take responsibilities and perform all managerial duties on your own.

Finally, this course emphasizes the importance of **teamwork and computer skills**. Students will be assigned into teams and will collaborate with others to run companies in a competitive and dynamic environment. You should learn how to keep people working together by communicate properly, applying one’s strength to compensate for another’s weakness and creating a motivating and challenging work environment. Computer skills, Internet and e-commerce skills are essential to the class.

**COURSE DESCRIPTION**

The central theme of this course is on how to build an astute and timely strategic plan and how to implement the plan with great proficiency for a company’s long-term sustained success. It starts with exploration of what it means to think strategically for a company, its present position and long-term direction, its resources and competitive capabilities and strategic opportunities for gaining sustainable competitive advantage. It then discusses tools and techniques for conducting strategic analysis in a variety of industrial and competitive situations. Case analysis and management simulation exercise will be used in the course to develop the analytical skills and to gain hands-on experience in strategic management.

An integral part of this course is a computer simulation exercise, **The Business Strategy Game**. The game provides an experiential learning environment through simulating a global industry in which companies will compete against each other in producing and marketing athletic footwear. The students will learn hands-on experience in crafting strategies, making business decisions, and being responsible for financial performance via running a company with co-managers in a competitive business environment. A series of business assignments will help to enhance the experiential learning.

Lecture/discussion, case analysis, and simulation exercise will form the pedagogical bases. The central goal in pedagogy is to provide both conceptual and practical understanding of the subjects. These three parts of the course work are integrated into the simulation and reports. The student’s performance in his/her course work will be evaluated accordingly. **The students are required to come prepared for the class** (read and understand the assigned materials). Be prepared for that the instructor might call on you to (1) summarize and critique the readings of the session, or (2) discuss or give your conclusions about the assigned cases, or (3) report the progress of your teamwork. If you are not prepared, please let the instructor know before class.

**PREREQUISITES**

Business Policy (B MBA 9400) is a capstone course to be taken after fulfilling all core
curriculum requirements. To be able to get full benefit from it, Business Policy should be taken in the last semester in your curriculum. It is your responsibility to make sure of your eligibility to enroll into this course. Without establishing eligibility, students will not be able to earn credits for this course! It may be in your own interest to establish your eligibility before class starts.

COURSE MATERIALS

Textbook:

Business Simulation Manual:

COMPLEMENTARY READING REQUIREMENTS

Harvard Business Review
Wall Street Journal
Business Week
Fortune

CLASS SCHEDULE
BPOL 9400

Wk 1

Deliverables:
• Student Information Sheet

Course Introduction The course objectives; teaching approach; textbooks and teaching materials; and the schedule

Discussion:
• What is Strategy? What is Strategic Management?
• The concept of strategic management and planning
• Strategic management process
• The benefits and limits of strategic management approach

Assignments:
(1) Read Text: Chapter 1. The Strategic Management Process: An Overview (pp. 1-28)
(2) Read Game Chapters 1 & 3-7
(3) Write CEO Statement (Appendix A: Guideline). Submit a copy to Instructor and distribute a copy to each team member.

Team formation will be posted on Blackboard before next class

Wk 2

**Deliverables:**
- CEO Statement

**Discussions:**
- CEO orientation
- Video: Southwest Airlines
- How to run the Business Strategy Game?

**Class activities:**
- Team meeting to exchange CEO Statement
- Prepare Corporate Decisions for Year 11
- Prepare Corporate charter and logo design

**Assignments:**
1. Read Game: Chapters 2, 8-9
2. Read Text Chapter 2: The Three Strategy-Making Tasks (pp. 30-70)
3. Read Text Chapter 5: Generic Strategies (pp.150-172)
4. Design corporate name (with the first letter assigned), logo, letterhead, address and the corporate charter. Bring enough copies in the next class and distribute them to the classmates for evaluation.
5. Prepare a Name Label for each CEO to be put in front of you each class

Wk 3

**Deliverables:**
- Corporate Charter, logo, and letterhead design
- Decisions for Year 11

**Discussion:**
- Reflection: The qualification and challenges for CEOs
- The process of strategy making: developing strategic vision, mission and long-term objectives, and crafting strategy
- Generic competitive strategies and how to play a generic strategy in the simulation

**Class activities:**
- Corporate Charter Contest
- Analyze the results of Year 11

**Assignments**
(1) Further read Text: Ch. 5, Part I: Generic Competitive Strategy (pp. 150-172) for preparation of Strategic Plan assignment
(2) Making company decision for Year 12
(3) Prepare for Quiz on Game

**Wk 4**

**Deliverables:**
- Decision for Year 12

**Quiz** on the Structure, Policy and Practice of the Industry (Rules of the BSG, Chapters. 1-7)

**Announcement of the winners of Charter Contest**

**Discussion:**
- Further discussion of formulation of a Generic Competitive Strategy in the simulation and the business plan for your company

**Assignments:**
(1) Prepare Company Decision for Year 13
(2) Prepare Strategic/Budget Plan for Year 13-17 (Guideline, Appendix D)

**Wk 5**

**Deliverables:**
- Decision for Year 13
- Strategic/Budget Plan

**Discussions:**
- How to analyze external and internal business environment?
- Understanding your industry and your competitors;
- Evaluate internal resources and capabilities

**Assignments:**
(1) Read Text: Ch.3 & Ch.4 (pp.72-113)
(2) Prepare Case Dell Computer Corp., including its recent development for class discussion (the case will be handed out in class)
(3) Teams A prepare Case 7 (Dell Computer) for presenting and leading the class discussion
(4) Prepare Company: Decision for Year 14

**Wk 6**

**Deliverables:**
- Decision for Year 14
- Case reports for Team A
Discussions:
- How to analyze competitors and competitive environment
- How to analyze and utilize internal resources

Case Presentation:
- Dell Computer Corp. --- presenters: Team A
  - What do you think about Michael Dell as a CEO?
  - What are the issues and challenges Dell was facing in industrial competition? How did Dell formulate and implanted his strategy?
  - What would you recommend to Dell at this time (2004)?

Assignments:
(1) Read Text: Ch. 5: Part II, Integration (pp. 178-196); Read Ch. Chapters 9 and 10.
(2) Prepare Company Decision for Year 15
(3) Prepare Variance for Year 14 (Guideline, Appendix E)
(4) Team B: identify and criticize FedEx’s strategy in Case 20 and prepared for presentation in next class;
   Team C: identify and criticize PepsiCo’s strategy in Case 23 and prepared for presentation next class

Wk 7 Deliverables:
- Decision for Year 15
- Submit Variance for Yr 14
- Case reports for Teams B & C.

Discussions:
Current development and trends in corporate strategy (1)
(1) How to compete through integration strategy?
(2) How to compete through diversification strategy?

Case Presentation:
(1) FedEx --- Presenters: Team B
(2) PepsiCo --- Presenters: Team C

Assignments:
(1) Read Text Ch. 7: Internet Strategy
(2) Prepare Company Decision for Year 16
(3) Snapshot assignment: Find 3 evidences that Internet technology has transformed company you work for or a company you know
(4) Team D criticizes e-Bay’s strategy in Case 18 and prepared for presentation next class
(5) Team E criticizes Nike’s strategy in Case 34
Wk 8

**Deliverables:**
- Decision for Year 16
- Evidences that Internet has transformed a company
- Case reports by Teams D & E

**Discussions:**
Current development and trends in corporate strategy (2):
(1) How does information technology shape corporate strategy?
(2) Video: eBay

**Case Presentation**
e-Bay in 2002 --- presenters: Team D
Nike --- presenters: Team E

**Assignments:**
(1) Read Text Chapters 6: Global strategy
(2) Prepare Company Decision for Year 17
(3) Read and be prepared for Case 10: KFC and Global Fast-Food Industry
(4) Team F criticize KFC’s strategy for class presentation
(5) Snapshot Assignment: find 3 evidences that globalization have affected corporate strategies

Wk 9

**Deliverables:**
- Decision for Year 17
- Evidence that globalization has affected business strategy

**Discussions:**
Current development and trends in corporate strategy (3):
- How does globalization shape corporate strategy?

**Case Presentation:**
KFC--- Team F

**Assignments:**
(1) Prepare Strategic Plan Revisit---Final Report
(2) Prepare final presentation
(3) Prepare Peer Evaluation Form

Wk 10

**Deliverables:**
- Final Company Report
- Peer Evaluation

**Group Presentation:**
• Report to Board

Assignment: Final Exam
The questions in the exam will be distributed in class. Submit your answers in Blackboard Drop-in Box or hand in hard copy, Not through E-mail.