THE UNIVERSITY OF THE WEST INDIES, ST. AUGUSTINE
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT STUDIES

MGMT 3031 – BUSINESS STRATEGY AND POLICY
COURSE OUTLINE

No. of Credits: 3
Level: III
Pre-Requisite(s): MGMT 2023  MGMT 2008 and either MGMT 2003 or MGMT 2006

Course Description

This is an integrative course designed to use the knowledge and competence developed in other courses in the solution of general management problems.

The course is designed to introduce you to critical business skills of competitive strategy formulation as well as to provide a foundation for the management of strategic activities. Primary focus will be put on the development of participants’ practical skills gained through analysis of text, discussion and cases. Closely related to the concept of strategy is the concept of a company's business model. A company's business model is management's story line for how and why the company's product offerings and competitive approaches will generate a revenue stream and have an associated cost structure that produces attractive earnings and return on investment—in effect, a company's business model sets forth the economic logic for making money in a particular business, given the company's current strategy.

Course Rationale

- Crafting and executing strategy are core management functions. Whether a company wins or loses in the today’s fast-paced global business environment is directly attributable to the quality of that company's strategy and the competence with which it is executed.
- A company's strategy is the game plan management is using to carve its market position, conduct its operations, attract and satisfy its customers, compete successfully, and thus achieve its organizational objectives.
- The central thrust of this course is to have students pursuing training in Management Studies understand that a company's strategy depends heavily on it undertaking moves to
build and strengthen its long-term competitive position and financial performance and, ideally, gain a competitive advantage over rivals that then becomes a company's ticket to above-average profitability.

- Like most things in an ever-changing world- A company's strategy typically evolves over time, emerging from a blend of (1) proactive and purposeful actions on the part of company managers and (2) as-needed reactions to unanticipated developments and fresh market conditions.
- **This capstone course is designed to introduce you to critical business skills of competitive strategy formulation as well as to provide a foundation for the management of strategic activities.**
- **Strategic management is not a task,** but a rather *a set of managerial skills* that should be used throughout the organization, in a wide variety of functions.
- The overall purpose of the using the *case approach* to teaching/illustrating this area of management, is to allow students to participate in strategic learning and management process by their establishment of strategic options or elements thereof, across the scenarios in the cases and utilization of the most healthy elements to develop the strategic intent - the core strategic focus or theme for the various companies explored throughout this course. Students are able to establish greater understanding of the complexities of the strategic management process and understand that everything in life revolves around STRATEGY.

**Content**

- Introduction and Overview to Strategic Management
- Core Concepts and Analytical Tools of Strategic Management
- Crafting a Strategy
  1. The Five Generic Competitive Strategies: Which One to Employ?
  2. Supplementing the Chosen Competitive Strategy: Other Important Business Strategy Choices
  3. Strategies for Competing in Foreign Markets
  4. Diversification: Strategies for Managing a Group of Businesses
- Executing the Strategy
  1. Building an Organization Capable of Good Strategy Execution
  3. Corporate Culture and Leadership: Keys to Good Strategy Execution

**Goals/Aims**

- This course provides an in-depth review of business strategy and policy making at the executive levels in an organization.
- Some of the issues we will focus on are management responsibility, environmental analysis, competitive analysis, choice of industries in which to compete, basic competitive strategies and organizational design.
- The underlying theme is one of stewardship and ways in which the executives of the corporation can increase shareholder value.
Learning Outcomes

By the end of this course students should be able to:

- **Think** strategically about a company and its current *business model*
- **Determine** a firm’s *strengths* and *weaknesses*
- **Recognize** the *opportunities* and *threats* that emerge from an *analysis of a firm’s environment.*
- **Conduct** a strategic analysis of a firm’s *competitive* situation in a global market
- **Analyze** *strategic options* available to a company for gaining *sustainable competitive advantage*
- **Understand** the *implementation issues* of various strategies
- **Develop** skills of *managerial judgment*
- **Propose** *appropriate structures and control systems*

Course Assessment

Coursework Exam – 40%
Final exam – 60%

Evaluation

**COURSEWORK** (40%)

1. **Mid-Term Examination (20%)**
   - ‘Multiple-choice’ questions, covering Chapters 1 – 6.
   - One hour in duration.

2. **Group Assignment – Conduct a ‘Value Chain Analysis’ of an Organisation (20%)**
   - 10 pages (excl. Cover Page).
     - Font *Ariel*, Font *Size* 11, Typed 1.5 Spaced, Bound/Stapled
     - Cover Page indicating Group and Members
     - All Pages to be numbered
     - Headings and Subheadings appropriately formatted/sized

**FINAL EXAM** (60%)

3. **Final Examination (60%)**
   - Application’ questions and/or ‘case’ analyses, covering all areas taught in semester with particular focus on Chapters 7 – 12.
   - Two hours in duration.
Teaching Strategies

- Any combination of Lectures, PowerPoint, Exercises/Assignments, Class/On-line Discussions and Cases.
- **Students are normally expected to attend ALL classes and every class will proceed on the assumption that the assigned readings/cases have been thoroughly analyzed, and that each student will be in a position to actively and meaningfully participate in class discussions.**
- Exercises will be carried out in class to clarify the application of the concepts delivered in the lectures.
- Students may also be assigned exercises/assignments to complete outside the classroom, which may form the basis for class discussion. **In addition, students should attempt to complete the end-of-chapter questions and/or any past exam papers.**
- The chapters from the text will be used to develop key themes but may not always be covered in extensive detail. You should note, however, that evaluation will assume that students have undertaken assigned readings **in full.**
- The weekly class schedule requires THREE HOURS of contact. Students will have a single THREE-HOUR session, in which both teaching and individual/group discussions will occur.
- Students are expected to attend classes with their textbooks in possession and the usage of photocopied textbooks will not be tolerated as this represents a copyright infringement.

Resources

**Required Text:**

  
  http://www.mhhe.com/thompson17e

**Recommended Sources:**

- Internet Research, Journals, Newspapers & Magazines

**Lecture Notes:**

- Please download relevant Lecture Slides and Notes from sta.uwi.edu/myElearning
- The lecturer reserves the right to change/update training material (if necessary). Such recordings of updates are the responsibility of the student.

Course Calendar

**COURSE CALENDAR - FULL TIME/EVENING**
<table>
<thead>
<tr>
<th>SESSION</th>
<th>TOPICS</th>
<th>READINGS</th>
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<tbody>
<tr>
<td>Wk1-Class 1</td>
<td>BUS STRAT Course Overview, What Is Strategy and Its Importance</td>
<td>Chp. 1</td>
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<tr>
<td>Wk2-Class 2</td>
<td>Leading the Process of Crafting and Executing Strategy</td>
<td>Chp 2</td>
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<tr>
<td>Wk3-Class 3)</td>
<td>Evaluating a Company’s External Environment</td>
<td>Chp 3</td>
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<tr>
<td>Wk4-Class 4</td>
<td>Evaluating a Company’s Resources and Competitive Position</td>
<td>Chp 4 &amp; Case 8- Panera Bread</td>
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<tr>
<td>Wk5-Class 5</td>
<td>The Five Generic Competitive Strategies: Which One to Employ?</td>
<td>Chp 5 &amp; Case 8- Panera Bread</td>
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<tr>
<td>Wk6-Class 6</td>
<td>Supplementing the Chosen Competitive Strategy: Other Important Business</td>
<td>Chp 6</td>
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<td>Strategy Choices</td>
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<td>Wk7- EXAM</td>
<td>MID-TERM EXAM</td>
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<tr>
<td>Wk8- Class 7</td>
<td>Review of Mid-Term Exam; Strategies for Competing in Foreign Markets</td>
<td>Chp 7 &amp; Case 13- Corona Beer</td>
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<td>TBA</td>
<td>SUBMISSION OF GROUP ASSIGNMENT</td>
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<tr>
<td>Wk9-Class 8</td>
<td>Diversification: Strategies for Managing a Group of Businesses</td>
<td>Chp 8 &amp; Case 19- Pepsico Co</td>
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<tr>
<td>Wk10-Class 9</td>
<td>Building an Organization Capable of Good Strategy Execution</td>
<td>Chp 10</td>
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*Note that we do not have classes on Public Holidays. If necessary, the curriculum will be adjusted.

**Additional Information**

**Plagiarism:** Plagiarized material will not be graded and students will receive a failing grade for the following:

1. Quoting verbatim or almost verbatim from a source (such as copyrighted material, notes, letters, business entries, online download/computer materials etc.) without acknowledgment;
2. Submitting someone else's work, in whatever form without acknowledgment;
3. Knowingly representing as one's own work any idea of another.

**Academic Dishonesty** also includes a failure on your part to keep your current and past assignments out of the hands of other students who may misrepresent their origins. It is also suggested and recommended that you keep a record and/or rough drafts of written or other work until you have received your final grade.

**Missed Test/ Late Submissions:**

- **No make-up exam will be given for missing the Mid-Term Exam.** If it is missed, the student will receive zero for that particular exam unless the appropriate medical certificate or other relevant documents, have been filed and ACCEPTED by the Department/Faculty Office.
- **All papers/case studies are DUE on the date assigned.**
UNIVERSITY ACADEMIC INTEGRITY POLICY/EXAMINATION REGULATIONS

- Please consult Section V (especially sub section B which deals with cheating) of the University of the West Indies, Examination Regulations for First Degrees, Diplomas and Certificates for details of this policy.

- General Examination Regulations 19 – Absent from lectures and tutorials

**Code of Conduct during Class**

The following guidelines facilitate the creation and maintenance of an effective learning environment. All students are expected to adhere to the guidelines throughout the semester.

- Switch off all cellular phones and beepers before the start of each class session
- Be civil at all times. We can disagree without being disagreeable
- Read all assigned materials and attempt all assigned problems before the start of each class
- Participate in class discussions. Question on the subject matter are welcomed at any time
- Deadlines are firm! Plan to meet them

**Grading System**

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<th>B+</th>
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<th>B-</th>
<th>C+</th>
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