

**MNGT 4800**  
**STRATEGIC MANAGEMENT**  
**Fall 2014**  
**SECTIONS 007 - 008**  
**SYLLABUS**

**Garry Adams Ph.D., Associate Professor**

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Office: 407 Lowder Hall, Main Class in 14 Lowder Hall, Labs in 21 Lowder Hall

Office Hours: Monday and Wednesday, 11-11:50 a.m. and by appointment.

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**CLASS MEETING TIMES:**

**Section 007 – M & W, 10 – 10:50 a.m.; Lab Wednesday, 5 - 5:50 p.m. in 21 LBB; Capsim ID C65996**

**Section 008 – M & W, 10 – 10:50 a.m.; Lab Wednesday, 6 - 6:50 p.m. in 21 LBB; Capsim ID C65999**

**COURSE DESCRIPTION:** Key learning objectives include understanding the strategy and policies related to managing a total organization, strategic problem-solving and the relationship between the functional areas of an organization.

**COURSE OBJECTIVES:**

1. Provide an opportunity to integrate the knowledge and skills acquired in earlier classes. This is the College of Business' "capstone" course and requires the integration of various functional-level courses such as accounting, finance, operations, and marketing.
2. Learn how managers make resource deployment decisions for the long-term survival and prosperity of an organization.
3. Provide an understanding of the concepts and theories of Strategic Management.
4. Enhance creative and critical thinking in decision processes affecting strategic analysis, strategy development, and implementation.
5. Enhance written and oral presentation skills

**PREREQUISITES:**

Completion of FINC 3610, MNGT 3100, and MKT 3310. Although not stated in the catalog, having adequate time outside of class to meet with your group is required in this class. If your schedule does not allow sufficient time to meet with your group, I strongly encourage you to drop this class and take it in a different semester.

**MODE OF INSTRUCTION:**

The mode of instruction will include lecture, case analyses, computer simulation, and experiential exercises.

**REQUIRED TEXTS:**

Frank Rothaermel, Strategic Management (2<sup>nd</sup> Ed.), McGraw Hill Education, Custom Book ISBN:  
**9781308276038**

Registration in Capstone Business Simulation. You are required to register with Capstone, and to “actively participate” in the Capstone simulation. If you do not register or actively participate in simulation activities, you will receive a zero on all simulation assignments and fail the course, regardless of exam grade averages.

**GRADING AND EVALUATION PROCEDURES:****Grade Components:**

## Exams:

Simulation Exam	5
First Exam	20
Second Exam	20
Third Exam	<u>20</u>

**65 Total Exam Points**

Simulation Performance (Group grade)	15 <sup>1</sup>
Simulation Shareholders' Report & Presentation (Group Grade)	15 <sup>1</sup>
Attendance & Tutorial	<u>5</u>
<b>TOTAL</b>	<b><u>100</u></b>

<sup>1</sup> The simulation performance and shareholders' oral and written report are subject to adjustment based on your group members' peer reviews.

**Exams:** The exams will be multiple-choice and/or short answer. You will be tested primarily over material presented in class, but you also may be tested over material presented in the text that will not be specifically addressed in class. You will need to purchase scantron sheets for all exams. If you miss an exam due to valid Tiger Cub reasons, *you are still required to notify me prior to the scheduled exam time if at all possible, and to schedule a make-up exam as close to the original exam time as possible.*

**Missed Exam Make-Up Policy:**

Students who miss a major test will receive a zero, with no opportunity for make-up work, unless one of the following conditions has been met:

**A.** The absence was **APPROVED IN ADVANCE** by the instructor. This will only occur in rare situations involving sickness, required participation in official University events, or extenuating circumstances. Approved absence will be those outlined in the Tiger Cub. **In the event of illness, the excuse must be signed by a physician or nurse (not a receptionist), and must indicate in writing that the student was too ill to participate in an exam on the given date. Excuses with boxes checked that indicate a student was seen in, for example, the University Health Center, do not indicate that the student was too ill to participate in the exam and are not sufficient. Copies of excuses will not be accepted. You must provide the original excuse.** Excuses must be presented in person within one week of the missed exam. Medical excuses WILL be checked. The penalty for a falsified excuse is determined by the Academic Honesty Committee, and may result in receiving an "F" in the course and suspension from school for a semester. Lack of preparation for an exam is not a valid excuse and students should not be tempted to "fake" a doctor's excuse due to lack of preparation. The penalty for this is severe and could affect you for the rest of your career. **STUDENTS WHO FAIL TO GET APPROVAL IN ADVANCE FOR ABSENCES OF THIS TYPE WILL FORFEIT ANY OPPORTUNITY FOR MAKE-UP WORK.**

**B.** The absence was due to a **LEGITIMATE EMERGENCY FOR WHICH IT WAS NOT POSSIBLE TO OBTAIN ADVANCED APPROVAL.** In this situation, the student must contact the instructor as soon as possible and must provide documentation that: (1) the emergency was legitimate; AND (2) advanced notification/approval was not possible. **STUDENTS WHO FAIL TO MEET REQUIREMENTS (1) AND (2) WILL FORFEIT ANY OPPORTUNITY FOR MAKE-UP WORK.**

Students who miss a major test and have satisfied one of the above conditions will be allowed the opportunity for a make-up test. **HOWEVER, THE MAKE-UP TEST MAY BE DIFFERENT AND MAY USE A DIFFERENT FORMAT (e.g. ESSAY).**

2. If the student fails to correctly complete the scantron for the exam (e.g., correct version, section number, etc.) multiple times during the course of the semester, the student's scantron has to be graded by hand and can receive half credit for the second offense.

**Simulation Performance:** The company performance grade will be assigned on a group basis. Consideration will be given to a company's performance on the success measures selected by the group. Early in the simulation, each group will select success measures with which they would like their performance measured. Using the success measures selected by each group and the group's performance (as compared to the other companies in the industry), a score will be calculated by the simulation program. This score is the basis for your simulation performance grade. The following formula will be used to determine your simulation performance grade:

$$\text{Simulation Performance Grade} = 7.5 \text{ points} + ((\text{score} - 1) * 1.5 \text{ pts})$$

If your team stops making a good faith effort (as determined by your professor) at the simulation decisions for all 8 rounds, you will receive 0 points for the simulation regardless of any other performance consideration.

**Simulation Shareholders' Presentation:** Each team must present their company's results and their analysis to their lab class as if presenting it to the board of directors. These presentations are encompassed in a Written Report and Oral Presentation, with the Written Report weighted at 10% and the Oral Presentation at 5%. Presentations can be no more than 20 minutes, and this time restriction will be strictly enforced. The Team Debrief provides an outline for the final report and presentation. Shareholders' reports and presentations should cover Years 1-8 in the simulation. Teams will make Power Point presentations and prepare hard copies of notes for their classmates. The slides for the annual meeting will be due at the beginning of your section's lab for your scheduled time. Detailed information on the Shareholders' report and presentation are listed on the course Canvas page.

**Peer Evaluations:** It is vital that you participate actively in your group. Your peers will evaluate your contribution to the simulation performance, shareholder's report and annual meeting, and the group case presentations. Your group performance evaluations will consist of two equal components, 50% based on your completion of peer evaluations and 50% based on your group members' evaluation of your performance. These components are combined to calculate your participation scores. For those group members receiving at least 90 % or higher scores from your peers' evaluation of your contributions, you will receive full credit for your group contribution. Contribution percentages will be calculated for those receiving less than 90% evaluation points. For example, assume a group member completes their peer evaluations and receives an evaluation score of 4.0 out of 5 from the group. The peer evaluation score would be calculated by adding the scores (5.0 for completing evals plus 4.0 for the group evals) divided by 10 for an eval percentage of .90. This eval percentage would be used to adjust the individual's simulation, stockholder's reports, and group presentation scores.

**STATEMENT RELATED TO POLICIES ON CLASS ATTENDANCE & TUTORIAL:** Attending class and lab is a key to success in this class because lectures and case analyses/exercises are a significant portion of the learning experience. Further, test questions will come primarily from lecture material. Thus, students are expected to attend each class. Attendance will be taken for every class, and the final attendance grade will be calculated by figuring the percentages of total classes and labs attended by each student. Each student will be given one free miss over the course of the semester. One additional point will be given for completing the Capsim Introductory Lesson and Quiz, along with the Rehearsal Tutorial on the simulation web page by 8/27/2014 by 5 p.m. CST.

**SPECIAL ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES:**

Students who need special accommodations should make an appointment to discuss the Accommodations Memo with me during my office hours as soon as possible. If scheduled office hours conflict with classes, please arrange an alternate appointment time. If you do not have an Accommodations Memo, but need special accommodations, contact The Program for Students with Disabilities, 1244 Haley Center, 334.844.5943 (Voice T/O).

**ACADEMIC HONESTY:**

All portions of the Auburn University Honesty Code (Title XII) found in the Tiger Cub will apply to this class.

**STATEMENT REGARDING EMAIL AS OFFICIAL MEANS OF COMMUNICATION:**

Email is the university approved form of communication. It is the students responsibility to make sure that they receive e-mail sent using Microsoft Outlook and Canvas.

**OTHER COURSE POLICIES:**

1. The exams can be made up only if an AU authorized excuse is presented (see Tiger Cub, Academic Affairs Section 5, #s 1-6, for a list of valid excuses). The makeup exams may be essay in nature.
2. If the student fails to correctly complete the scantron for the exam (e.g., correct version, section number, etc.), the student's scantron will have to be graded by hand and will receive half credit.
3. Final grades will be determined on the following basis:  
  
  - A = 90% or better**
  - B = 80 – 89.9%**
  - C = 70 – 79.9%**
  - D = 60 – 69.9%**
  - F = 59.9% or less**
4. The professor reserves the right to make changes in the syllabus as necessary; it is the student's responsibility to be aware of these changes.
5. A group may "fire" a member as a disciplinary measure. This action may be taken in serious cases of a group member who is not contributing to the group's effort (e.g., missing most meetings, coming to meetings unprepared, showing a general lack of cooperation and teamwork). In order to fire the team member, the group will need to schedule a meeting with me as soon as the dysfunctional behavior is noted. After discussing the problem with me, I will meet with the group member in question to discuss corrective measures. If these corrective measures fail, the student will be fired and will be required to fulfill the course requirements on an individual basis, if possible.
6. Grades can be contested for only 5 days after they are posted.
7. To maintain fairness, and enhance the learning experience, the Lab Instructors have been instructed to not to give advice on how to play the simulation. Their assistance is limited to answering technical questions on the workings of the simulation.

**TENTATIVE COURSE OUTLINE & KEY DUE DATES\***

<b>DATE</b>	<b>MONDAY</b>	<b>DATE</b>	<b>WEDNESDAY</b>	<b>Wednesday Lab</b>
8/18/14	Class Intro	8/20/14	Simulation Intro	Simulation Registration & Group Introductions
8/25/14	Simulation Lecture & Discussion	8/27/14	Simulation Q & A, Intro & Rehearsal Tutorials Done by 11:59 p.m.	Group Meeting Time/Practice Round 1 Decisions
9/1/14	<b>No Class – Memorial Day</b>	9/3/14	Simulation Q & A	<b>Simulation Exam</b>
9/8/14	Chapter 1	9/10/14	Chapters 1 & 2	Simulation Performance Measures Due
9/15/14	Chapter 2	9/17/14	Chapter 12	Simulation
9/22/14	Chapter 12	9/24/14	<b>Exam 1 (Simulation, Chapters 1,2, &amp; 12)</b>	Simulation
9/29/14	Exam Review & Chapter 3	10/1/14	Chapter 3	Simulation
10/6/14	Chapter 3	10/8/14	Chapter 4	Simulation
10/13/14	Chapter 4	10/15/14	Chapter 5	Simulation
10/20/14	Chapter 5	10/22/14	<b>Exam 2 (Chapters 3, 4, &amp; 5)</b>	Simulation
10/27/14	Exam Review & Chapter 6	10/29/14	Chapter 6	Simulation
11/3/14	Capsim Debriefing	11/5/14	Chapter 7	Shareholders Prep Discussion
11/10/14	Chapter 7	11/12/14	No Class – Time to Work on Reports	Oral Shareholders Presentation
11/17/14	Chapter 11	11/19/14	Chapter 11	Oral Shareholders Presentation – All Written Reports Due
11/24/14	<b>No Class - Thanksgiving</b>	11/26/14	<b>No Class - Thanksgiving</b>	<b>No Lab - Thanksgiving</b>
12/1/14	Chapter 11 & Definitions from Chapter 8	12/3/14	Class Wrap Up, Peer evaluations due 5 pm	Oral Shareholders Presentation
<b>Finals Week</b>			<b>10 a.m. Class, Thursday 12/11 Final Exam: 9-10:15 a.m.</b>	

\*October 7th is mid-semester, last day to withdraw without penalty and make alternative Final Exam arrangements.

<b>DATE</b>	<b>ASSIGNMENT</b>
8/27/14	Simulation Tutorial Due by 11:59 p.m.
9/1/14	Practice Round 1 Decisions Due by 8 a.m. CST
9/3/14	Simulation Exam in Lab
9/8 & 9/10/14	Practice Round 2 Decisions, Initial Performance Measures due in Lab
9/15/14	Round 1 Decisions
9/22 & 9/24/14	Round 2 Decisions, Final Performance Measures due in Lab if changed
9/29/14	Round 3 Decisions, Labor Negotiations
10/6/14	Round 4 Decisions
10/13/14	Round 5 Decisions
10/20/14	Round 6 Decisions, 2 <sup>nd</sup> Labor Negotiations
10/27/14	Round 7 Decisions due, Shareholder's Prep Meeting in Lab on 10/26
11/3/14	Round 8 Decisions due, Capsim Debriefing in Class
11/5/14	Shareholders' Prep Discussion/Videos in Lab
11/12/14	Erie & Ferris Groups Present Shareholders' Reports in Lab
11/19/14	Chester & Digby Present in Lab, All Written Shareholder Reports Due in Lab
12/3/14	Andrews & Baldwin Present Shareholders' Reports in Lab
12/3/14	Peer Evaluations Due by 5 p.m.

The Professor reserves the right to alter this schedule, and will notify students in class and via e-mail. Students are responsible for applying such changes to their schedules.

## **MNGT 4800 LAB INFORMATION**

### **Lab Graduate Teaching Assistants:**

#### **Section 7**

Jihwan Hwang

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#### **Section 8**

John Oirya

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