

MNGT 4800 - Strategic Management
Fall 2014
Sections 001, 002, 005 and 006

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Office Hours: Mondays and Wednesdays 9:50am – 11:00am and by appointment
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CLASS MEETING TIMES:

Sec. 001: M&W, 8:00 – 8:50am, Rm 14; **Lab:** Tues., 5:00 – 5:50pm, Rm 13; **Capsim ID:** C65868
Sec. 002: M&W, 8:00 – 8:50am, Rm 14; **Lab:** Tues., 6:00 – 6:50pm, Rm 13; **Capsim ID:** C65869
Sec. 005: M&W, 9:00 – 9:50am, Rm 14; **Lab:** Tues., 7:00 – 7:50pm, Rm 13; **Capsim ID:** C65870
Sec. 006: M&W, 9:00 – 9:50am, Rm 14; **Lab:** Tues., 8:00 – 8:50pm, Rm 13; **Capsim ID:** C65871

Lab Instructor Name: Jihwan Hwang, email: jzh0082@auburn.edu

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.

REQUIRED TEXTS:

Customized abbreviated version of *Strategic Management, 2nd edition*, by Frank T. Rothaermel, McGraw-Hill, 2015, ISBN: 9781308217611 in the bookstore. *Optionally, you may obtain the full version of the book through other sources. Ebook option from McGraw-Hill will be posted in Canvas.*

Registration in Capstone Business Simulation. You are **required to register** with Capstone at www.capsim.com. Please register for the industry ID assigned to your section. If you do not register, you will receive a zero on all simulation assignments. **Cost: \$53.99**

GRADING AND EVALUATION PROCEDURES:

Grade Components:

Exam 1	20 points
Exam 2	20
Exam 3	20
Simulation Performance (Group Grade)	20 ¹
Group Simulation Executive Report	8 ¹
Shareholders' Presentation (Group grade)	5 ¹
Lecture In-Class Exercises/Attendance	<u>7</u>
TOTAL	<u>100 points</u>

¹ The simulation performance and shareholders' presentation are subject to adjustment based on your group members' peer reviews and simulation participation.

Exams: The exams will be multiple-choice, true/false and/or short answer. You will be tested over material presented in class and on material in the text that is not specifically addressed in class. You will need to purchase scantron sheets for all exams. If you have to miss an exam due to valid Tiger Cub reasons, please notify me prior to the scheduled exam time.

Simulation Performance: The company performance grade will be assigned on a group basis. Each group will compete with the other groups in class. Your score is calculated by the simulation program relative to the other groups: one is based on the ranking of your team and the other on the performance relative to the highest performer in the industry. Your grade will be based on whichever calculation gives you the highest grade:

Performance based on weighted rank: Simulation Performance Grade = 14 points + ((ranked score-1) * 1.2 pts)

Performance based on weighted relative performance: Simulation Performance Grade = Relative Score * .2

Collusion between teams or consulting from anyone outside the team other than the professor or lab instructor is strictly prohibited. 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.

Lab Participation and Attendance: All students are required to attend their registered lab class to actively participate in team decisions about the simulation. Teams will likely meet at other times as well, but attendance at the registered lab time is mandatory. Your peers will evaluate your contribution to the simulation experience on a scale of 1 to 5 on ten questions about your willingness to participate, level of involvement, attitude, and contribution to project. If your score is below average, your simulation performance grade will be adjusted down. **Students who miss more than three labs will have their simulation performance grade reduced by 2 points.**

Group Simulation Executive Report: Each team will prepare a two page executive report that summarizes the company's performance over the eight years (compare your company's performance to the industry, final standing, etc.) and team learning outcomes. For example, if the company had a decline in sales, profits, stock price, etc., explain why. If the company had positive gains, explain what enabled the company's success and detail the company's action to maintain strong sales, profits, market share, etc. In addition, identify current issues and potential challenges facing the company.

Simulation Shareholders' Presentation: Each team must present their company's results and their learning from the simulation as if they were presenting to the board of directors. Presentations can be no more than 15 minutes, and this time restriction will be strictly enforced. The presentation should cover through period 8 in the simulation. Teams will make Power Point presentations during the lab class. The slides will be due at the beginning of your respective lab on the date due. More details of the expected content of the presentation will be provided.

Extra Credit: If you are in attendance for both nights of lab presentations, you will get .50 points added to your final grade.

Attendance/In-Class Exercises: Attending class is important to achieving the learning goals of the course. Attendance will be taken periodically in class. In-class exercises will also be used as a mechanism to ensure students attend class and are active participants. Attendance and participation in an exercise will be noted with a “100” in the gradebook and a “0” will indicate absent. In-class exercises **cannot** be made up. **Three attendance/exercise grades are dropped** and are not included in the final total. Thus, students are not penalized for missing up to three days for illness, interviews, funeral, travel, etc. Absences due to attendance at a University sponsored activity are not counted. Those students present for all exercises will realize a bonus. (Example based on 12 exercises: 0 absences = $1200/9 \times .07 = 9.33$, extra points; 3 absences = $900/9 \times .07 = 7$, full points; 4 absences = $800/9 \times .07 = 6.22$, reduced points).

Peer Evaluations: It is vital that you participate actively in your group.

COURSE SCHEDULE: A detailed course schedule is presented at the end.

STATEMENT RELATED TO POLICIES ON CLASS AND LAB ATTENDANCE: 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. Unannounced in-class exercises will be given. These exercises **cannot** be made up; however, if you have a university approved excuse, the missed exercise will not be held against you. Lab attendance will be checked on a weekly basis.

SPECIAL ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES:

Students who need accommodations are asked to arrange a meeting during office hours the first week of classes, or as soon as possible if accommodations are needed immediately. If you have a conflict with my office hours, an alternate time can be arranged. To set up this meeting, please contact me by e-mail. If you have not established accommodations through the Office of Accessibility, but need accommodations, make an appointment with the Office of Accessibility, 1228 Haley Center, 844-2096 (V/TT).

ACADEMIC HONESTY:

All portions of the Auburn University Honesty Code (Title XII) found in the Tiger Cub (<http://www.auburn.edu/tigercub/>) will apply to this class.

STATEMENT REGARDING EMAIL AND CANVAS AS OFFICIAL MEANS OF COMMUNICATION:

Email is the university approved form of communication. It is the student’s responsibility to check his/her email frequently and to check for any announcements posted in Canvas.

OTHER COURSE POLICIES:

1. The exams can be made up only if an AU authorized excuse is presented (see Tiger Cub, page 90 5 a-f, for a list of valid excuses). The makeup exams may be essay in nature.

Missed Exam Make-Up Policy:

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

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.** 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.

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

2. Final grades will be determined on the following basis:

A = 89.5% or better

B = 79.5 – 89.49%

C = 70 – 79.49%

D = 60 – 69.9%

F = 59.9% or less

3. 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.
4. If normal class and/or lab activities are disrupted due to a high number of students experiencing illness or an emergency or crisis situation (such as a widespread H1N1 flu outbreak), the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, an addendum to your syllabus and/or course assignments will replace the original materials.
5. A group may "fire" a member as a disciplinary measure. This action may be taken in serious cases when a group member is not contributing to the group's effort (e.g., missing most meetings, coming to meetings unprepared, and 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, the group and 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.

Schedule*

WEEK	DATE	Lecture Topic	DATE	LAB	DATE	Lecture Topic
1	8/18	Course Introduction	8/19	Form Teams/ Simulation Intro / Registration	8/20	Simulation Intro
2	8/25	Simulation Intro	8/26	Finalize team/ Intro activities	8/27	Strategy intro
3	9/01	Holiday (No class)	9/02	Start Practice Round 1	9/03	Strategy intro
4	9/08	Strategic Leadership	9/09	Review Practice Round 1	9/10	Strategic Leadership
5	9/15	External Analysis	9/16	Review Practice Round 2 Success Measures	9/17	External Analysis
6	9/22	Internal Analysis	9/23	Review Round 1 / HR	9/24	Internal Analysis
7	9/29	Exercise/Review	9/30	Review Round 2 / TQM	10/01	Exam 1 Essay question due 10/03
8	10/06	Business Strategy	10/07	Review Round 3 / Ethics	10/08	Business Strategy
9	10/13	Corporate Strategy	10/14	Review Round 4 Peer Evaluations due by 11:00pm	10/15	Corporate Strategy
10	10/20	Corporate Strategy	10/21	Review Round 5 Labor negotiations	10/22	Corporate Strategy
11	10/27	Exercise/Review	10/28	Review Round 6	10/29	Exam 2
12	11/03	Global Strategy	11/04	Review Round 7 Start Preparing Report & Slides	11/05	Global Strategy
13	11/10	Organizational Design	11/11	Review Final Results Finalize Report & Slides	11/12	Organizational Design
14	11/17	Corporate Governance & Ethics	11/18	ALL Reports & Slides Due Shareholders Presentation – A,B,C	11/19	Corporate Governance & Ethics
15	11/24	Thanksgiving Break	11/25	Thanksgiving Break	11/26	Thanksgiving Break
16	12/01	Review	12/02	Shareholders Presentation – D,E, F	12/03	Exam 3

Note: October 7th is mid-semester

Key Due Dates*

DATE	ASSIGNMENT (All assignments due by 8:00 am CST, unless otherwise noted)
8/19	Form teams during lab
9/02 (noon)	Exercise - Complete Introductory Lesson and online quiz Complete 4 rounds of Rehearsal Simulation – Advance to next round and process to complete (Counts as an exercise grade)
9/09	Practice Round 1 Decisions uploaded to CAPSIM website
9/16	Practice Round 2 Decisions uploaded to CAPSIM website
9/23	Round 1 Decisions uploaded to CAPSIM website
9/30	Round 2 Decisions uploaded to CAPSIM website, HR Success measures due (Minimum weights for profits is 10% and Market Cap is 15%)
10/07	Round 3 Decisions uploaded to CAPSIM website, TQM
10/14	Initial Peer Evaluations Due by 11:00pm CST Round 4 Decisions uploaded to CAPSIM website, Ethics module
10/21	Round 5 Decisions uploaded to CAPSIM website
10/28	Round 6 Decisions uploaded to CAPSIM website, Labor Negotiations
11/04	Round 7 Decisions uploaded to CAPSIM website
11/11	Round 8 Decisions uploaded to CAPSIM website
11/18	ALL Written Reports & Presentation Slides Due in Lab Final Peer Evaluations Due by 11:00pm CST; Presentations – Andrews, Baldwin & Chester
12/02	Presentations – Digby, Erie, & Ferris

* The instructor reserves the right to change this schedule and/or syllabus to accommodate unanticipated events and maximize student learning. Students will be notified of changes in class and via e-mail. Students are responsible for applying such changes to their schedules.