

**MNGT 4800**  
**STRATEGIC MANAGEMENT**  
**Fall 2014**  
**Section 003/004**

**Revision Date: 8/15/2014**

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**CLASS MEETING TIMES:**

Tue/Thur 8:00am – 9:15am in Lowder 153 (Section 003)  
Tue/Thur 9:30am – 10:45am in Lowder 153 (Section 004)

**COURSE DESCRIPTION:**

This course covers objectives, strategy, and policies pertaining to a total organization. It addresses problem-solving and the relationships between the functional areas of an organization.

**COURSE OBJECTIVES:**

1. Provide an opportunity to integrate knowledge and skills acquired in earlier classes. This is the College of Business' capstone course, so it requires students to integrate that which they have learned from 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. Begin to understand and explain why some organizations outperform others.
4. Enhance creative and critical thinking in decision processes affecting strategic analysis, strategy development, and implementation.

**PREREQUISITES:**

Completion of FINC 3610, MNGT 3100, and MKT 3310. Although not stated in the catalog, it is also imperative that students have adequate time outside of class to meet with their group. If your schedule does not allow sufficient time to meet with your group, please drop this class and take it in a different semester.

**REQUIRED TEXTS:**

Ketchen, D. and Short, J. 2012. Mastering Strategic Management. Order online at [www.flatworldstudents.com](http://www.flatworldstudents.com).

Registration in Capstone Business Simulation at [www.capsim.com](http://www.capsim.com). If you do not register, you will receive a zero on all simulation-related assignments.

Sign up for CAPSIM Industry ID C66087 for Section 003 Sign up for CAPSIM Industry ID C66088 for Section 004
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## GRADING AND EVALUATION PROCEDURES:

**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**

### **Grade Components:**

The grading is structured as follows:

First Exam	15 points
Second Exam	20 points
Final Exam	30 points
Simulation Performance	20 points
Simulation Presentation	5 points
WSJ Project	5 points
Class Participation	5 points

*Exams.* The exams will primarily be multiple-choice. You will be tested on material presented in class and on material in the text that is not specifically addressed in class. You will need to purchase university scantron sheets for all exams. If you miss an exam due to valid Tiger Cub reasons, it is imperative that you notify me prior to the scheduled exam time if at all possible.

*Simulation Performance:* This aspect of your grade will be assigned on a group basis. You will compete with other groups in the class. The simulation calculates your score relative to other groups (i.e., firms in the simulation). There are FIVE groups that compete against one another. At the end of the semester, your group will be ranked from 5 (best) down to 1 (worst) on each of three criteria – cumulative profits, average market share, and ending stock price. Ranking is based on how well you managed your “firm” in the simulation. Your grade for the simulation performance aspect of the grade will be scored by the formula:  $14 + 1.5(\text{rank}-1)$ . So, the best team will receive  $14 + 1.5(5-1) = 20$  points and the lowest ranked team will receive  $14 + 1.5(1-1) = 14$  points. Collusion between teams or consulting from anyone outside the team other than the professor is strictly prohibited!

*Simulation Presentation:* Each team will create an oral and written report of the experience with the simulation. These will be presented in class. Instructions for these presentations will be provided later in the semester.

*Final Project.* Students will find two articles from the Wall Street Journal that pertain to subjects discussed in class. They will prepare a write-up and presentation about the articles. For each article, students will write a half-page (single-space) analysis (not summary!) of the article that describes how the principles of the class manifest in the marketplace. A random subset of students will present their findings to the class during the prescribed session. Some formatting particulars to facilitate grading: please use Times New Roman 12 point font, single space, 1 inch margins, stapled upper left hand corner, name in upper left hand corner, no cover page. Please staple copies of the WSJ articles behind your writeup. If you are not in class on the day of presentation, be sure to submit your writeup and articles BEFORE that date. Emailed and late assignments will not be accepted.

### *Class Participation:*

Participating in class is important to achieving the learning goals of the course. Receiving full participation points requires more than attendance. Students may obtain up to five points for participation and will be awarded on a discretionary basis based on thoughtful input to class discussions and building on the comments of others. As a guide, students may be awarded participation points according to the following rules of thumb:

- 5 points ... The course was better because this student was enrolled.
- 4 points ... This student frequently volunteered as a participant in discussions.
- 3 points ... This student occasionally volunteered as a participant in discussions.
- 2 points ... This student answered questions when called upon.
- 1 points ... This student attended class faithfully but rarely participated in discussions.
- 0 points ... This student missed quite a few classes (e.g., more than half a dozen).

**TENTATIVE COURSE SCHEDULE:**

<b>Tue</b>	<b>Topic (Chapter)</b>	<b>Thu</b>	<b>Topic (Chapter)</b>
8/19	Course Introduction	8/21	Simulation Intro and Teams
8/26	Chp. 1	8/28	Practice Round 1 decisions
9/2	Discussion of Round 1	9/4	Practice Round 2 decisions
9/9	Chp. 5	9/11	<b>First Exam</b>
9/16	Chp. 2	9/18	Simulation Strategic Planning
9/23	OPCD	9/25	Round 1 decisions
9/30	Chp. 3	10/2	Round 2 decisions
10/7	Chp. 4	10/9	Round 3 decisions
10/14	<b>Second Exam</b>	10/16	Break
10/21	Chp. 6	10/23	Round 4 decisions
10/28	Chp. 7	10/30	Round 5 decisions
11/4	Chp. 8	11/6	Round 6 decisions
11/11	Chp. 10	11/13	Round 7 decisions
11/18	WSJ Discussion	11/20	Round 8 decisions
11/25	Break	11/27	Break
12/2	Sim Presentations	12/4	Sim Presentations

**Key Due Dates**

<b>8/28</b>	<b>Simulation Tutorial Complete</b>
<b>8/30</b>	<b>Practice Round 1 decisions uploaded to CAPSIM web site by 8am</b>
<b>9/6</b>	<b>Practice Round 2 decisions uploaded to CAPSIM web site by 8am</b>
<b>9/27</b>	<b>Round 1 decisions uploaded to CAPSIM web site by 8am</b>
<b>10/4</b>	<b>Round 2 decisions uploaded to CAPSIM web site by 8am</b>
<b>10/11</b>	<b>Round 3 decisions uploaded to CAPSIM web site by 8am</b>
<b>10/25</b>	<b>Round 4 decisions uploaded to CAPSIM web site by 8am</b>
<b>11/1</b>	<b>Round 5 decisions uploaded to CAPSIM web site by 8am</b>
<b>11/8</b>	<b>Round 6 decisions uploaded to CAPSIM web site by 8am</b>
<b>11/15</b>	<b>Round 7 decisions uploaded to CAPSIM web site by 8am</b>
<b>11/20</b>	<b>Round 8 decisions uploaded to CAPSIM web site by 8am</b>
<b>11/20</b>	<b>WSJ Project due in class</b>
<b>12/2 and 12/4</b>	<b>Simulation presentations in class</b>
<b>12/9 or 12/10</b>	<b>Final Exam. Room 153. Wednesday Dec 10 at 8:00am for Section 003 Tuesday Dec 9 at 8:00am for Section 004</b>

**Missed Exam Make-Up Policy:**

Students who miss a major test will receive a zero, 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 required participation in official University events or extenuating circumstances. In the event of illness, the excuse must be signed by a physician or nurse (not a receptionist).

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 provide documentary evidence both that the emergency was legitimate and that advanced approval was not possible.

Students who miss a major test and have satisfied one of the above conditions will be allowed the opportunity for a make-up test.

**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, please contact The Program for Students with Disabilities, 1244 Haley Center, 334.844.5943.

**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 frequently check his/her email as listed in Canvas.

**DIVERSITY:**

*Diversity at Auburn University encompasses the whole of human experience and includes such human qualities as race, gender, ethnicity, physical ability, nationality, age, religion, sexual orientation, economic status, and veteran status. These and other socially and historically important attributes reflect the complexity of our increasingly diverse student body, local community, and national population. Auburn University recognizes and values the considerable educational benefits emanating from diversity as we prepare our students for life and leadership in a multicultural world. Students who interact with and learn about people from a variety of backgrounds are more apt to understand, appreciate, and excel in the community they inhabit. In this context, diversity is aligned with Auburn University's land grant mission of providing its students with a superior education in service to the needs of Alabama, the nation, and the world. Contact the Office of Diversity at [www.auburn.edu/diversity](http://www.auburn.edu/diversity)*

**COMPLIANCE WITH THE AUBURN HONOR CODE IS MANDATORY:**

*In accordance with those virtues of Honesty and Truthfulness set forth in the Auburn Creed, I, as a student and fellow member of the Auburn family, do hereby pledge that all work is my own, achieved through personal merit and without any unauthorized aid. In the promotion of integrity, and for the betterment of Auburn, I give honor to this, my oath and obligation.*