

STRATEGIC MANAGEMENT
MANAGEMENT 4800
Fall 2014

Instructor: Dr. Michelle Zorn
Office Location: Lowder 447
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Office Hours: Monday & Wednesday 3-4pm & by appointment
Textbook: *Understanding Business Strategy- Concepts Plus- 3rd Edition*
Class Times: Section 009: MW 2:00-2:50 RM- **Lowder 14**; F: 8:00-8:50 RM- **Lowder 21**
Section 010: MW 2:00-2:50 RM- **Lowder 14**; F: 9:00-9:50 RM- **Lowder 21**
Section 011: MW 1:00-1:50 RM- **Lowder 14**; F: 10:00-10:50 RM- **Lowder 21**
Section 012: MW 1:00-1:50 RM- **Lowder 14**; F: 11:00-11:50 RM- **Lowder 21**

Strategic Management explores the challenges involved in leading business enterprises from a top management perspective. Rather than focusing on a particular functional area (production, marketing, finance, accounting, information systems, human resources, etc.) this course considers the business organization as a whole. Much of the course is devoted to the examination of current strategies and the competitive, economic, political, and social conditions that face managers in their industries.

The class stresses the use of appropriate concepts, processes, and frameworks to attack business problems and issues. A major emphasis of the course is to encourage strategic thinking based on an integrated and comprehensive analysis. To a great extent, the process of problem analysis and solution will be emphasized. In other words, emphasis is on how well you can *critically analyze* comprehensive business issues. Creativity, teamwork, and courage will be highly valued. Your preparation for and participation during class are extremely important to achieving the objectives of this course.

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.

Course Design

To achieve the course objectives, a variety of resources and techniques will be used. The textbook provides a framework for organizing traditional strategy literature. It is in your best interest to read each assigned chapter before class. Come prepared to answer questions and discuss pertinent topics.

Case discussions and analyses provide an opportunity to examine and apply what you've learned to "real world" situations. Finally, articles from the business press including the *Wall Street Journal*, *Fortune*, and *Business Week* highlight contemporary strategic issues faced by companies today.

****Note: Any aspect of this syllabus and course schedule is subject to change.***

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.

Course Policies

- Be prepared for each class. This involves having read the required pages in the textbook and looking through business related news outlets on a daily basis.
- Out of respect for your peers' classroom experience, please *silence* and put away all cell phones & laptops before class.
- A canvas class website is provided for this course. You are responsible for checking the website regularly for updates, announcements, grades, and any missing documents.
- At the beginning of every class, we will cover important class announcements. You are responsible for all materials and important announcements covered in class.
- E-mail is the best way to communicate with me. My email address is mzorn@auburn.edu. On all email, please use the following in the subject line: MAN 4800.
- **There are no make-up exams!**
- **Assignments are due at the start of the class period on the assignment due date. Late assignments will not be accepted!**

Required Texts:

- Ireland, Hoskisson, & Hitt. Understanding Business Strategy Concepts Plus. 3E. 2011. ISBN-13: 978-0538476812
Registration in Capstone Business Simulation at www.capsim.com. If you do not register, you will receive a zero on all simulation-related assignments. You will need a CAPSIM ID to register. The course TA will go over registration during the first lab period.

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	20 points
Second Exam	20 points
Final Exam	25 points
Simulation Performance	15 points
Simulation Presentation	5 points
Final Project: Case Study Portfolio	10 points
Class Participation	5 points

Exams. The exams will be primarily 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. Please be aware that make-up exams may include essay questions.

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 six groups that compete against one another. At the end of the semester, your group will be ranked from 6 (best) down to 1 (worst). 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 your rank plus 9 points. So, the best team will receive $(9 + 6 =) 15$ points and the lowest ranked team will receive $(9 + 1 =) 10$ 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 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- Case Study Portfolio. Application of strategic management concepts beyond the classroom setting is the ultimate goal. Each student will complete 9 standardized case study assignments during the semester. Class time will be devoted each week to discuss case studies. Additional information regarding grading will be provided on a separate grading rubric.

Each case study is due on or before the assigned day in class. At the end of the semester, students will create a case study portfolio of the 9 case studies. In addition to the 9 case studies, students will create a cover page and a 1-page final summary with concluding thoughts on the cases.

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 based on the presentation of relevant news articles at the beginning of class. Additional details are provided at the end of this document.

All textbook material, lecture points, and class discussions may be covered on the exams.

Please note: If attendance becomes a problem, pop quizzes will also periodically be administered. Remember that all material presented in class ***including class discussions*** are fair game for each exam.

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.

GRADING PHILOSOPHY:

I view grades as a necessary evil. Ideally students should want to study the material in order to pursue their long term goals. Unfortunately, most of us often need some short-term objective to motivate us. Grades signal your level of competence to future employers and instructors. If you were to graduate from our college without a basic grasp of some of the concepts in this class it would be a serious indictment of the education you received

Why are there so many exams, quizzes and homework? Experience shows that pleading with students to keep up with the material is not nearly as effective as frequent assignments. You will find that while it may be unpleasant at the time, it is far better than getting hopelessly behind.

Your attitude is all-important! A positive attitude will make this course more interesting and rewarding. Not only is your attitude going to help you do well in this course but it is an important part of your business education that will help you in other courses and your career. Much of this material is of practical value in everyday life. **Make the best of it!**

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

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.

Participation Points

5 points per news story/ 5 points total

To Receive Credit for Participation in this course, you must:

1. Speak about a relevant business-related article in class
 - a. Time at the beginning of every class will be devoted to this end.
2. Find the article using a reputable source
 - a. WSJ, CNN, MSN, Yahoo Finance, etc.
3. Provide the class with:
 - a. Name of the firm or event
 - b. Relevance to corporate strategy
 - c. **Brief** Summary of the key points in the article
 - d. Source of the Story
4. Please note that you will only receive credit for one news story per class period.
 - a. For example, if you present 5 news articles on a particular class day, you will only receive credit for 1 news article that day.
5. Opportunities for participation points occur on normal lecture days. Participation points will not be available on exam days, review days, or special event class periods.
6. PLEASE BE CLEAR AND CONCISE! These are very short and fast paced presentations.

	MONDAY	WEDNESDAY
WEEK 1	8.18.2014	8.20.2014
TOPIC	Introduction	The Foundations of Strategic Management
CHAPTER		CH 1
ASSIGNMENT DUE		Read: pp 3-19
WEEK 2	8.25.2014	8.27.2014
TOPIC	Earth Fare Case Study	Leading Strategically
CHAPTER	Pg: 21	CH 2
ASSIGNMENT DUE	Assignment Due	Pg: 25-39
WEEK 3	9.1.2014	9.3.2014
TOPIC	LABOR DAY!	Priceline.com Case Study
CHAPTER	NO CLASS	Pg 41
ASSIGNMENT DUE		Assignment Due
WEEK 4	9.8.2014	9.10.2014
TOPIC	Analyzing the External Environment & Review	Analyzing the firm
CHAPTER	CH 3	CH 4
ASSIGNMENT DUE	Read pp. 46-64	Read pp. 73-89
WEEK 5	9.15.2014	9.17.2014
TOPIC	Analyzing the firm	Review
CHAPTER	CH 4	
ASSIGNMENT DUE	Read pp. 73-89	
WEEK 6	9.22.2014	9.24.2014
TOPIC	Exam 1	Business Level Strategy
CHAPTER	Chapter 1-3	CH 5
ASSIGNMENT DUE		Read pp. 96-117

	MONDAY	WEDNESDAY
WEEK 7	9.29.2014	10.1.2014
TOPIC	Case Study: Netflix	Multiproduct Strategies
CHAPTER	Pg: 91	CH 6
ASSIGNMENT DUE	Assignment Due	Read pp. 122- 140
WEEK 8	10.6.2014	10.8.2014
TOPIC	Multiproduct Strategies	Case Study: Kripsy Kreme
CHAPTER	CH 6	Pg 118
ASSIGNMENT DUE	Read pp. 122- 140	Assignment Due
WEEK 9	10.13.2014	10.15.2014
TOPIC	Acquiring and Integrating Businesses	Chapter 7: Exercise 1
CHAPTER	CH 7	Biggest Mergers & Acquisitions
ASSIGNMENT DUE	Read pp 146-160	Assignment Due
WEEK 10	10.20.2014	10.22.2014
TOPIC	Review Day	Exam 2
CHAPTER		
ASSIGNMENT DUE		
WEEK 11	10.27.2014	10.29.2014
TOPIC	Competing Across Borders	Competing Across Borders
CHAPTER	CH 8	CH 8
ASSIGNMENT DUE	Read pp 166- 183	Read pp 166- 183
WEEK 12	11.3.2014	11.5.2014
TOPIC	Case Study: The Olympic Games	Creating and Maintaining Alliances
CHAPTER	Pg 185-186	CH 9
ASSIGNMENT DUE	Assignment Due	190-205
WEEK 13	11.10.2014	11.12.2014
TOPIC	Case Study: Outsourcing	Chapter 10: Innovating through Strategic Entrepreneurship
CHAPTER	Pg. 208-209	CH 10
ASSIGNMENT DUE	Assignment Due	212-225

	MONDAY	WEDNESDAY
WEEK 14	11.17.2014	11.19.2014
TOPIC	Chapter 10: Exercise 1	SIMULATION
CHAPTER	Pg. 229	PRESENTATIONS
ASSIGNMENT DUE	Assignment Due	
WEEK 15	11.24.2014	11.26.2014
TOPIC	THANKSGIVING BREAK	THANKSGIVING BREAK
CHAPTER		
ASSIGNMENT DUE	NO CLASS	NO CLASS
WEEK 16	12.1.2014	12.3.2014
TOPIC	Case Study: Google	Review Day
CHAPTER	Pg. 227-229	
ASSIGNMENT DUE	Assignment Due	Class Project Final Write-Up Due
WEEK 17	FINAL EXAM 1:00pm Class: Monday December 8th @ Noon 2:00pm Class: Wednesday December 10th @ 4:00pm	