

**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- 3<sup>rd</sup> 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**

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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](http://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](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.*

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

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

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