

Strategic Management (MNGT 4800)

Spring 2014

Section 005	Section 006	Section 010
Class: Monday/Wednesday 12:00pm – 12:50pm in Lowder 014 Lab: Friday 8:00am – 8:50am in Lowder 021	Class: Monday/Wednesday 12:00pm – 12:50pm in Lowder 014 Lab: Friday 9:00am – 9:50am in Lowder 021	Class: Monday/Wednesday 3:00pm – 3:50pm in Lowder 154 Lab: Friday 12:00pm – 12:50pm in Lowder 021

INSTRUCTOR

Jason DeBode, MS

Office: Lowder 214

Phone: 844.6540

E-mail: jdd0012@auburn.edu

Office Hours: 1:00pm – 2:00pm, MW, or by appointment

LAB INSTRUCTOR

Joel Carnevale, MBA

Office: Lowder 205

Phone: 844.6520

E-mail: jbc0033@auburn.edu

COURSE DESCRIPTION AND OBJECTIVES

In this course we will cover the objectives, strategies, and policies that pertain to managing a total organization as well as the relationships between functional areas within an organization

Objectives:

This course is designed to provide you with the opportunity to:

- Integrate knowledge and skills learned in earlier classes (e.g., finance, accounting, operations, marketing);
- Learn how and why managers allocate resources directed at long-term firm survival and success;
- Understand concepts and theories of strategic management and begin to understand how they are used to explain why some firms outperform others;
- Enhance creative and critical thinking in decision processes affecting strategy analysis, development, and implementation;
- Enhance written and oral presentation skills.

CLASS ORGANIZATION

Each lecture will be based on the chapter(s) assigned for that day (as mentioned in the schedule below) and any supplemental material provided by the instructor. In addition, videos and case studies may be used to better understand the practical application of the concepts presented in the lectures.

REQUIRED MATERIALS

Ketchen, D., & Short, J. (2012). *Mastering Strategic Management*. Flat World Knowledge.

Textbook link: <https://students.flatworldknowledge.com/course/1502599>

Using the above website you are able to purchase the textbook in a variety of formats. The decision of which version to purchase is entirely up to you; I have no preference as long as you have regular, uninterrupted access to a copy of the textbook.

Registration in Capstone Business Simulation at www.capsim.com. **Any student who fails to register will receive a zero for all simulation-related assignments.** Information regarding how to register will be discussed during the first class meeting.

PREREQUISITES:

- Completion of FINC 3610, MNGT 3100, and MKT 3310
- It is critical that you have adequate time to meet with your team outside of class. If your schedule does not allow time to meet with your team members, it is strongly recommended that you drop this course and take it during a different semester.

SPECIAL ACCOMODATIONS

Any student needing special accommodations should contact Mr. DeBode to discuss their “Accommodations Memo” as soon as possible. If you do not have an “Accommodation Memo” but need special accommodations, contact the Office of Accessibility, 1228 Haley Center, 334-844-2096 (V/TT).

ACADEMIC HONESTY

All portions of the Auburn University Honesty Code (Title XII), found in the *Tiger Cub*, will apply to this class. You may view the Auburn University Honor Code at the following web address:
<http://www.auburn.edu/academic/provost/academicHonesty.html>

E-MAIL IS THE OFFICIAL MEANS OF COMMUNICATION FOR THIS COURSE

Email is the university-approved form of communication. It is **your responsibility** to make sure you receive and understand emails sent using Canvas and/or Tigermail.

GRADING AND EVALUATION PROCEDURES

Your grade will be determined from scores made on the exams, activities, projects, and presentations. All grades will be posted via Canvas. Totals posted below are as accurate as possible at the time you receive this syllabus, but are subject to change at the discretion of the instructor. Any changes made to the grading criteria in this course will be communicated to you with sufficient notice.

Exam 1	40 points	Determination of final grade: A = 89.5% or better B = 79.5 – 89.4% C = 69.5 – 79.4% D = 59.5 – 69.4% F = 59.5% or less
Exam 2	50 points	
Final Exam	50 points	
Simulation Performance	15 points	
Simulation Presentation	15 points	
Simulation Report	10 points	
Simulation Tutorial	5 points	
Industry Analysis Project	10 points	
Article Summary	5 points	
Total Points	200 points	

**Please note: Course grades can only be contested for 5 days after they are posted to Canvas.

EXAMINATIONS

Three (3) exams will be given: two during regular class times and one during the University-scheduled final exam period. Exam content will include text material, class lectures, class activities/presentations, and other information as noted by the instructor. It will not be possible to cover all of the material during lecture, so you will be responsible for all textbook materials assigned even if not covered by the instructor. Exams may be multiple choice, essay, short answer, or some combination of these.

Please be **ON TIME** for all exams. If you arrive late for an exam, you will **NOT** be allowed to start the exam if any student has already turned in their exam.

Bring a blue Scantron sheet (for multiple choice examinations), at least one #2 pencil, and your AU Student ID card to all exams. If you do not bring your ID cards to the exam you will not be permitted to submit your exam for course credit. Additionally, you will not be permitted to leave the exam after (e.g., to get a Scantron sheet, pencil, or ID card) exam copies have been handed out.

Please be sure to turn all cell phones off prior to starting your exam. Any student whose phone rings (i.e., incoming call, text message, alarm, etc.) during an exam will receive a zero (0%) for that exam.

If you are unable to take an exam during the scheduled time due to **VALID** Tiger Cub reasons, you are still required to notify the instructor **prior** to the scheduled exam time. Please see the section entitled “Missed Exam Make-Up Policy” for more information on making up exams in this course.

MISSED EXAM MAKE-UP POLICY

Students who miss an exam will receive a zero (0%) grade, with no opportunity for a make-up, unless one (1) 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 absences are those outlined in the *Tiger Cub*. **In the event of illness, the excuse must be signed by a physician or nurse (not a receptionist).** 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 on the day the student returns to class, but no more than one (1) week after the missed exam. All medical excuses will be checked; any falsified excuses will be referred to the Academic Honesty Committee.

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 miss a major test and have satisfied one of the above conditions will be allowed the opportunity for a make-up exam. All missed exams must be made-up within one (1) week of the original date of the exam. Make-up exams are generally the same as regularly scheduled exams; however, the instructor reserves the right to change the format of the exam at any time (e.g., essay exam).

HEALTH CONTINGENCY PLAN

If normal class activities are disrupted due to a high number of students experiencing illness or an emergency or crisis situation (e.g., 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 the syllabus will replace the original materials.

A NOTE ON ATTENDANCE AND PARTICIPATION

Due to the interactive nature of this course attendance is mandatory and will be taken each day during class and lab. Though you will not receive credit for attendance, a two (2) point penalty will result for each missed class after the first two (2) absences. If you miss a class meeting, please do not contact the instructor for the day’s lecture notes, PowerPoint slides, etc. Instead, please visit the course Canvas page and contact your team members for any missed materials and to attempt to cover the material on your own. If, after reading the material and asking a team member for his/her notes, you have questions/concerns about the material, please set up a meeting with Mr. DeBode during his office hours.

SIMULATION PERFORMANCE

This component of your grade is assigned on a team basis. Consideration will be given to a company's performance on the success measures selected by the team. Early in the simulation, each team will select success measures with which they would like their performance measured. Using these measures along with your company's performance relative to the other companies, the Capsim program will calculate your performance score. This score serves as the basis for your simulation performance grade, which is calculated using the following formula:

$$\text{Simulation Performance Grade} = 7.5 + ([\text{Performance Score} - 1] * 1.5)$$

If your team stops making a good faith effort (as determined by the instructor) on simulation decisions, you will receive zero (0) points for the simulation regardless of any other performance indicators. Please keep in mind that this is intended to be a competitive simulation experience, and as such **collusion between teams or consulting sources from outside the team (other than the instructor and class materials) is strictly prohibited.**

SIMULATION PRESENTATION

Each team must present their company's performance and their analysis to the class as if presenting to their Board of Directors. Presentations may not exceed 20 minutes and must cover Years 1-8 of the simulation. Teams must prepare a PowerPoint presentation; please bring a printed copy of your slides to your presentation to be turned in to the instructor. Additional presentation instructions will be available later in the term.

SIMULATION REPORT

Each team will be required to submit a written report that discusses the performance of their company. This information contained in the report will largely mirror the information included in your presentation but should go into more detail. Appropriate use of graphs, charts, and other images is encouraged. Reports are limited to 20 pages and must conform to the guidelines given below (see "A Note on Written Work") with two exceptions: the cover page may be made at the team's discretion and the final report should be spiral bound. All reports are due on Monday, April 21, 2014.

ARTICLE SUMMARIES

Each student will be required to find one (1) article from one of the following periodicals: the *Wall Street Journal*, *New York Times*, *Newsweek*, *Fortune*, or *BusinessWeek* that pertains to a subject discussed in class. You will then prepare and write-up an article analysis that includes a summary of the article (limited to one paragraph) and an analysis that describes how the principles of the class are presented in the article. All article analyses must conform to the standards detailed below (see "A Note on Written Work") and must not exceed two (2) typed pages. Additionally, a copy of your article must be stapled behind your analysis. Printed summaries are due in class on Friday, April 4, 2014; e-mailed and/or late analyses will not be accepted except in extraordinary situations.

INDUSTRY ANALYSIS PROJECT

Many of the examples and topics discussed throughout this class will take place within a single industry. However, it is important for you to understand that these concepts also operate at the industry-level. As a result, toward the end of the semester your team will work together on an industry analysis project. Teams will select an industry of their choice and will identify the top three (3) firms in their industry. Subsequently, the topics discussed during class will be applied to each firm and the industry. At the end of the project, teams will submit a compilation of their findings. Reports are due Wednesday, April 16, 2014. Additional details will be provided as the project nears.

A NOTE ON WRITTEN WORK

All written work turned into the instructor for a grade should conform to the following standards:

- Typed using Times New Roman size 12 font
- Double-spaced with justified text
- Include page numbers – also in Times New Roman font – in the bottom right-hand corner of each page
- Printed on white paper in black ink with all pages stapled in numerical order
- No cover pages; a header should be included at the top-left of the first page which appears as follows:
 - Student Name
 - MNGT 4800-005 **OR** MNGT 4800-006 **OR** MNGT 4800-010
 - Assignment Title
 - Date

Be advised that the instructor reserves the right to change any of the information contained in this syllabus. Should any information change, sufficient notice will be given during class time and will be posted on Canvas and/or released to the class through email.

TENTATIVE COURSE OUTLINE

Month	Date	Day	Class Topics**	Important Due Dates
January	8	W	Introduction to class	
	10	F	Simulation introduction and Team Assignments	
	13	M	Chapter 1: Mastering strategy: Art and science	
	15	W	Chapter 1	Simulation tutorial complete by January 18
	17	F	Lab Time – Practice Round 1 Decisions	Practice Round 1 Decisions due by 5pm on Sunday
	20	M	Martin Luther King, Jr. Day	
	22	W	Chapter 5: Selecting business-level strategies	
	24	F	Lab Time – Practice Round 2 Decisions	Practice Round 2 Decisions due by 5pm on Sunday Performance Measures Due
	27	M	Chapter 5	
	29*	W	Chapter 5	
	31	F	Lab Time - Decisions Review	
February	3	M	Chapter 2: Strategic Leadership & Corporate Governance	
	5	W	Chapter 2	
	7	F	Lab Time – Competition Round 1 Decisions	Round 1 Decisions due by 5pm on Sunday
	10	M	Exam 1: Chapters 1, 2, 5, Simulation	
	12	W	Chapter 3: Evaluating the external environment	
	14	F	Lab Time – Competition Round 2 Decisions	Round 2 Decisions due by 5pm on Sunday
	17	M	Chapter 3	
	19	W	Chapter 4: Managing firm resources	
	21	F	Lab Time – Competition Round 3 Decisions	Round 3 Decisions due by 5pm on Sunday
	24	M	Chapter 4	
	26*	W	Chapter 6: Supporting business-level strategy	
	28	F	Lab Time – Competition Round 4 Decisions	Round 4 Decisions due by 5pm on Sunday
March	3	M	Chapter 6	
	5	W	Exam 2: Chapters 3, 4, 6	
	7	F	Lab Time – Competition Round 5 Decisions	Round 5 Decisions due by 5pm on Sunday
	10	M	Spring Break	
	12	W	Spring Break	
	14	F	Spring Break	
	17	M	Chapter 7: Competing in international markets	
	19	W	Chapter 7	
	21	F	Lab Time – Competition Round 6 Decisions	Round 6 Decisions due by 5pm on Sunday
	24	M	Chapter 8: Selecting corporate-level strategies	
	26	W	Chapter 8	
	28	F	Lab Time – Competition Round 7 Decisions	Round 7 Decisions due by 5pm on Sunday
	31	M	Chapter 10: Leading an ethical organization	
April	2	W	Chapter 10	
	4	F	Lab Time – Competition Round 8 Decisions	Article Summaries due Round 8 Decisions due by 5pm on Sunday
	7	M	Industry Analysis Project	
	9	W	Industry Analysis Project	
	11	F	Industry Analysis Project	
	14	M	Industry Analysis Project	
	16	W	Industry Analysis Project	Industry Analysis Project due

	18	F	Simulation Presentations	Simulation Reports due
	21	M	Simulation Presentations	
	23	W	Simulation Presentations	
	25	F	Simulation Presentations	
	26-27		Reading Days	
	29	T	Section 010: Final Exam: Chapters 7, 8, 10 4:00pm – 6:30pm	
May	1	R	Sections 005 & 006 Final Exam: Chapters 7, 8, 10 12:00pm – 2:30pm	

*Note. January 29, 2014 is the final day to withdrawal from this course with no grade assignment; February 27, 2014 is the final day to withdrawal from this course with no grade penalty.

**Note. Textbook material is to be read prior to coming to class each day. For example, Chapter 1: Mastering Strategy: Art and Science will be covered in class on January 13, 2014, so students should read this material prior to attending class that day.