



**Dr. Santo D. Marabella**

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**Office Location** Comenius 203  
**Office Hours** Tuesday: 4pm to 5pm  
Wednesday: 1:30pm to 2:30pm



**Notes**

Other times available by appointment. While students may "drop in" at any time during office hours, scheduled appointments (through Mrs. Matuczinski, Economics & Business Department Secretary - Second Floor Comenius Suite and ext. 1591) are highly recommended and ensure adequate time and attention to address student needs.



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**Course Information**



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**Course Description**

An examination of strategic planning theories that maximize organizational effectiveness by transforming the organization into an adaptive learning system capable of managing critical changes in its environment. The approach emphasizes comprehensive, holistic and participative planning.

**Course Goals**

The course goals are:

1. Integrate learning from courses in the management major as the foundation elements of the knowledge base from which strategies at all levels of the organization are formulated and implemented.
2. Expose students to classic and emerging theories and practices related to corporate, business and functional strategies.
3. Create opportunities for students to apply both prior and current management course learning through case analysis and presentations, business simulations and research.
4. Reinforce the importance of global, quality, diversity and ethical perspectives in organizational policy and strategy.

**Course Outcomes**

The outcomes that are sought upon completion of this course are:

1. Knowledge of the most important and relevant terms, concepts, processes and competencies necessary to effectively plan and think strategically.
2. Awareness of emerging trends, theories and examples of business policy and strategy.
3. Enhanced ability to conduct research, create and give presentations, and work in peer groups.

**Course Materials**

***Required Course Textbook:***

Essentials of Strategic Management, 4th edition, Hunger & Wheelen, 2007 (TEXT)

Management Responses to Public Issues: Concepts and Cases in Strategy Formulation, 3rd edition, Buchholz, Evans and Wagley, 1994 (CASES)

Capstone: Team Member Guide, Management Simulations, Inc.

***Required Reference:***

Publication Manual of the American Psychological Association, 5th edition, 2001.

This reference is essential in preparing all written assignments for this course, and should be helpful in preparing assignments for other courses as well.

**Research Guidelines**

[APA Info Link](#)

It is important that classroom and textbook learning are augmented by literature, data and information that has been obtained or developed by credible, quality outside (in the field or from the "academy") sources.

The Internet is an excellent tool for identifying and acquiring research effectively and efficiently. It can save time and connect you with quality sources of literature and information. However, websites sponsored by organizations or individuals normally have little credibility or value in providing literature or information about anything other than the sponsoring individual or organization. The exception is if the website contains data from professional research studies or projects sponsored by the website owner, in which case it will be clear that the information is research rather than opinion or propaganda. All research that students do needs to be cited according to the 2001 (5th edition) of the APA Publication Manual.

The research you consult should be listed as citations for References. Unlike citations for Bibliographies that may permit all consulted sources, References include only those sources you have actually used. Citations are listed in a References list at the end of a written work or paper in alphabetical order, with the second line of text indented. Citations listed in the text of your work are listed as (last name and year) e.g. (Smith, 2005) or last name (year) e.g. Ramirez (2005).

**Course Expectations**

***Readings***

Students will be responsible for preparing the assigned Reading(s) for each class. Assigned readings are indicated in the "Assignment" column of the Course Schedule. Students should be prepared to discuss Readings on the date listed for that particular topic.

***Total Quality Participation***

Students are expected to attend all class sessions and participate in class discussions. Participation quality is measured by a student's classroom activity (e.g. responsiveness to questions) and initiative (e.g. preparing additional reading and sharing this with the class).

Students begin the semester with the maximum points possible for Quality Participation. Attendance will be taken and absences recorded. Points will be deducted for each session a student does not attend and does not have an Excused Absences (an illness; a medical or family emergency; a scheduled athletic game/match, a professional obligation). Students are not penalized for Excused Absences which are approved by the Instructor and accompanied by appropriate documentation. Each semester, students are permitted one Free Pass (absence from class without excuse and for any reason). A Free Pass **may not** be used during a class session in which a student's Strategy in Action presentation, a team's case analysis or the final Capstone presentations are made.

In any case, a student should inform the Instructor of anticipated absences in advance (whenever possible) so that it can be determined if an absence will be excused. A student using a free pass should inform the instructor before or after the absence. Also, a student who misses a class session for any reason is responsible for preparing readings, obtaining discussion notes and handouts and completing and submitting (on time) assignments for the session missed.

**Grading Policies**

***Measurement and Grading***

Total Quality Participation	20%
Strategy in Action [individual, presentation]	25%
Case Analysis [team, presentation]	25%
Capstone Project [team, presentation]	30%
TOTAL	100%

***Numerical and Corresponding Letter Grades:***

93 and above - A - Excellent  
Exceptional performance in all aspects of the course

90 - 92 - A-  
86 - 89 - B+ - Very Good

80 -85 - B - Good  
Sound performance in all aspects of the course.

78 - 79 - B-

76 - 77 - C+

70 - 75 - C - Marginal Work  
Acceptable grasp of subject matter and its practical application.

68 - 69 - C-

65 - 67 - D - Little or no evidence of acceptable level of learning; however substantive effort is demonstrated.

64 and below - F -  
No evidence of an acceptable level of learning or effort.

**Academic Honesty:**

Integrity and honesty are qualities considered to be the "norm" among students. However, any students who choose to deviate from that "norm" risk automatic failure in the course.

**Managing A Marabella Course**

**For Class:**

- ▶ Always notify the Instructor in advance if you will be absent from class (if advance notice is not feasible, as soon as possible)
- ▶ Ask the Instructor, rather than assume, if anything in class or in this syllabus is unclear.

**For Written Assignments:**

- ▶ Do not use title pages or fancy covers.
- ▶ Always number pages, beginning with page two.
- ▶ Type section headings as described in the syllabus.
- ▶ Staple pages. Do not use paper clips.
- ▶ Use APA style of citing sources correctly.

If any of the above guidelines are not followed, the paper will be returned and points deducted.



**Expectations Section A**

Course

- ▶ apply general skills to specific management situations
- ▶ prepare for realistic life situations at work
- ▶ gain teamwork experience
- ▶ help identify our passions

Instructor:

- ▶ open to student ideas and suggestions
- ▶ fairness in grading
- ▶ share personal experiences with class



**Class Expectations Section B**

Course:

project-based course  
tie-in content of every management course  
be applied  
as close to real-world experience as possible  
learn our individual strengths/weaknesses as it applies to the simulation  
learn from others and from group interaction

Instructor:

generosity in the grading process  
clear communication  
share my professional experiences  
get to know my strengths/weaknesses



## Capstone Simulation

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### Description

CAPSTONE SIMULATION (team, written, presentation, 30 points):  
Each student is responsible for preparing and participating in a team project (with different team members than the Case teams) in which students form companies that compete in a business strategy Internet-driven simulation. Full details are outlined on this site. This simulation project will be considered the Final Exam. As such, each student must be present for each Capstone presentation, or risk failing the Final Exam.



### Format

1. Students will be organized into teams of 4 or 5 persons by the beginning of Week #2. There will be a goal to diversifying teams by gender and academic major
2. Also, by Week #2, each group will select and submit the name of your Team Contact who will act as the liaison between the group and the instructor.
3. Groups will be responsible for making and inputting strategy decisions throughout the simulation according to the prescribed deadlines.
4. Each team will submit a Final Report at the end of the simulation. Specific format is:

**Company Data:** Mission, Vision, Strategy, Cumulative Profit, average Market Share, ending Stock Price and ending Market Capitalization, and for Ratio Analysis, the average for ROE, ROS, ROA and Asset Turnover, & Overall Ranking (end of game) [1 to 2 pages].

**Analysis of Decision-Making Effectiveness:** R&D, Marketing, Production, Human Resources, Quality/Process Management, Finance & Overall Company Performance [4 to 7 pages].

**Assessment of Team Learning:** Team Feedback Survey, Collaboration, Commitment & Meeting Attendance, Challenges and Mistakes, Success Stories [3 to 5 pages].

Additional requirements for the Report will be published and discussed during the

semester. The

5. In addition to the Final Report, each group will have up to 20 minutes to make a presentation to the class about their experience; handouts are not necessary, but audio-visuals and creativity are encouraged (and lead to better grades); each person in the group must participate in some way in the presentation.



### Grading

The Capstone Simulation projects will be evaluated in two parts: Report & Presentation. Your grade (a maximum of 30 points) will be computed in the following way:

#### REPORT

Format = 1

References/Sources = 3

Company Data = 4

Analysis of Decision-Making = 5

Assessment of Team Learning = 5

SUB-TOTAL = 18

**Company Data:** includes the company's relevant information (i.e. mission, strategy) and the team's interpretation of what the performance measurements mean.

**Analysis of Decision-Making:** includes a review of the decisions undertaken in each functional area and their impact on the Company Data.

**Assessment of Team Learning:** includes a discussion of the group's dynamics, learning challenges, productivity and effectiveness (referring to tools such as the personality inventory, where appropriate), as well as what the group might have done differently.

#### PRESENTATION:

Peer Evaluation = 5

Instructor Assessment = 3

Class Assessment = 4

SUB-TOTAL = 12

**Peer Evaluation:** every member of each Team will rank other members of their Team from 1 to 5 (5 is the highest score), using the Peer Evaluation on the Capstone website which assesses collaboration, commitment and meeting attendance.

**Instructor Assessment:** the Instructor will rate each Team from 1 to 3 (3 is the highest score) based on attention to vital issues, creativity, and ability to communicate and sustain audience attention.

**Class Assessment:** each Team will be evaluated by the class from 1 to 4 (4 is the highest score) based on the Team's ability to attract and maintain audience attention, use creativity and innovation in the presentation and demonstrate their understanding of vital company issues of performance.



### Capstone Class Evaluations

[Class Evals](#) (14.5 Kb)

Save this document to your floppy or hard drive. Complete the evaluation (save it!), print it and return to me in class when requested.



## Capstone Supplemental Material



### Case Analysis

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#### Description

CASE ANALYSIS (team, presentation), 25 points)  
Each student is responsible for preparing and participating in one (1) presentation of a Case Analysis. Case Studies are to be prepared, and will be evaluated according to the format and criteria outlined by the Instructor.



#### Case Titles

The following nine cases will be discussed:

#	Topic
5	Smoking (presented by the instructor)
11	General Motors (presented by the class)
7	Manville
13	Kaiser Aluminum
9	Chrysler
14	PriceWaterhouse
17	Tylenol
19	Union Carbide



#### Process

1. Each student will be assigned to a Case Team. Then, by the end of Week #4, each Team will submit choices for Cases. As much as possible, Teams will receive their 1st or 2nd choice.
2. Your presentation is due on the date of the session your case is scheduled to be discussed in class. Maximum time for each presentation is 30 minutes (you will be timed!)
3. The only written requirement for this assignment is a copy of your presentation (i.e. PowerPoint handouts) that is prepared according to the prescribed SAR format - Summary, Analysis, Recommendations (to be discussed in detail in class) and a list of References. References - including the case text and any additional sources consulted to update the case - must be listed according to APA style.
4. To conserve paper, do not create a title page; instead include the following information on the top of the first page of the outline:  
Case Name  
Last Names of Each Student in the Group  
Dr. Marabella  
MGMT 365A or B



#### Grading

References/Sources = 5  
Content = 10  
Presentation = 10  
TOTAL = 25



### Case Format

[Case Methods.doc](#) (23.5 Kb)

This document describes the SAR (Summarize, Analyze, Recommend) format that should be used in preparing and delivering your case presentation.



### Case Analysis Questions

[Case Questions Sheet.doc](#) (20 Kb)

Suggested questions to be asked in preparing your case analysis and need to be addressed (answered) in your presentation are contained in this document.



### Case Evaluation Criteria

[Case Evaluation.doc](#) (24 Kb)

This document describes the criteria upon which all case analyses and presentations will be evaluated.



### Smoking Case

[CASE - Smoking.ppt](#) (1.518 Mb)



## Strategy in Action

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### Description

STRATEGY IN ACTION (individual, presentation, 25 points:)

Each student is responsible for preparing a presentation demonstrating the use or application of a strategic issue that is covered in the Text readings. Effort will be made to match topics with a student's interest, but ultimately the topics will be assigned to by the professor. Each student will prepare a written outline of the presentation (a copy of the PowerPoint file is appropriate) according to the format outlined below.



### Format

Prepare a presentation (no more than 5 minutes) according to the following format and with these explicit section headings:

**Research Question** - a specific question related to the assigned topic.

**Response** - discuss what you learned from the literature you read (at least 5 external sources - see below) ) and how you would answer the question you posed.

**Example** - discuss a product/service or organization (business, government or not-for-profit) that represents an example of your research question and answer.

Your research should include no less than 5 outside/external sources other than those assigned for this course, and must be cited in the paper according to APA. External sources are defined as: readings not assigned in the course; readings, data, information from a scholarly or professional periodical, publication or journal; some websites may be appropriate sources, but they should be cleared with the instructor before they are considered for use.

An outline or copy of your PowerPoint presentation must be submitted on the day you present your topic. Number pages beginning with page 2. There should be no title page, but the following information must be included :



Strategy in Action

Topic - Ch 2, 3, 4, 5, 6, 7, 8, 9 or 10; list topic and specific research question

Your Name

Date Submitted

Dr. Marabella

MGMT 365A or B

Remember, attach a list of References (APA style) and indicate these sources in your paper.



### Grading

Content:

Research Question = 3

Quality of Research = 5

Response = 7

Example = 5

Presentation:

Engagement = 3

Professionalism = 2

TOTAL = 25



### Topic

Find research (through external sources) to support the question you pose related to one of the following topics:

CHAPTER	PAGE	TOPIC
2	21	Agency theory
	24	Sarbanes-Oxley
	28	Stakeholders
3	36	Multinational corporation (MNC)
	46	Hypercompetition
	48	Competitive intelligence
4	59	Value chain
	71	Supply chain management
	66	Capital budgeting
	56	Core or distinctive competency
5	89	Strategic alliance
6	96	International strategies
	98	Synergy
	100	Bankruptcy or liquidation strategy
7	110	Push and pull strategies
	113	360 degree appraisals
	118	Political strategy

8	129	Organizational life cycle
	133	Reengineering
	134	Six sigma
9	147	Action plan
10	156	Balanced scorecard
	159	Benchmarking
	161	Enterprise resource planning (ERP)



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2. Academic Universe
3. Business (under Academic Search Forms)
4. SEC Filings & Reports (under Company Information)
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