

## **MGMT 365 A&B**

**Dr. Santo D. Marabella**

<b>Email</b>	<a href="mailto:santo@moravian.edu">santo@moravian.edu</a>
<b>Work Phone</b>	610-625-7903
<b>Office Location</b>	Comenius 203
<b>Office Hours</b>	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.

### **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:***

Strategy Articles & Cases, Spring 2008, Prentice Hall Custom Business Resources

Capstone: Team Member Guide 2008, Management Simulations, Inc.

Capstone: Competency Exam 2008, 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.

If you read nothing else in this syllabus, READ THIS...

1. **Be There or Be Square.** Attend all classes – call or email if you cannot attend before your absence (whenever possible)

2. **Ferris Buehler's (insert your name here) Day Off.** You get one "free pass" – a chance to blow off class without any hassles; BUT, like a day off from work, you must still notify your "boss" (professor) that you will not be coming in to "work" (class)
3. **The "Fine Print" about Free Passes.** No free passes may be taken:
  - a. Week before Spring Break
  - b. Day you have a presentation
  - c. During all Capstone presentations
4. **Go Outside, It's Fun.** You are intelligent and creative, but you need some "outside" help now and then, especially when you are preparing papers, cases, presentations; so, cite "outside" sources – that is, information written or prepared by a knowledgeable source (other than the professor) not already being referenced in this course
5. **Give Credit Where Credit is Due.** You have to recognize your outside source. The only way to do that in this class is APA, as APA is the only approved, sanctioned, permitted, (you getting the picture?); if you don't know it, time for some new learning
6. **Picky Paper Procedures.** In preparing written assignments:
  - a. No title pages – save trees
  - b. Name, date, course section, title of assignment on page 1 – helps in assigning grades
  - c. Number every page after the first – easy reference (e.g. "Great job on page 3...")
  - d. Staple, not clip, pages – I lose things too easily

### **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 & B**

#### **Course**

Tie previous course material together and apply it.

Student interaction and peer teaching.

Help us develop complex business plans.

#### **Instructor:**

Guide/Mentor

Fair and reasonable grading.

Accessible/Available

Be prepared for class

Respect students

**Assignment Overview**

The following Assignments are required for this course:

PARTICIPATION [class attendance, contribution to class discussion, 20 points]

(1) STRATEGY IN ACTION [individual, presentation, 25 points]

(1) CASE ANALYSIS [team, presentation, 25 points]

(1) CAPSTONE PROJECT [team, presentation, 30 points]

CLASS READINGS [casebook, textbook, Capstone Team Member Guide] - specific readings listed in Schedule.

<u>MGMT 365A – SPRING 2008 - COURSE SCHEDULE</u>						
<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
1	1/15	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS:                      Business in the News                      Article Readings                      Case studies                      Capstone                      SteelStax Project</p> <p>STRATEGY:                      Defining Strategy                      Strategy &amp; Performance                      Social Responsibility &amp; Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i>                      Blackboard                      Capstone</p> <p><i>Teaming up:</i>                      Capstone                      Case Studies</p>
2	1/22	<p>CAPSTONE:                      Introduction to Capstone</p>	<p>Crafting Strategy</p>	<p>Student Guide:</p>		<p>Case &amp; Capstone Team Rosters distributed; Tutorials: Introductory</p>

**MGMT 365A – SPRING 2008 - COURSE SCHEDULE**

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
		Simulation STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.		Entire Publication		Lesson, How to Organize a Company & Situation Analysis; submit Case & Cap Team Contacts Case assignments distributed
3	1/29	STRATEGY: Ethics & Social Responsibility CAPSTONE: Situation Analysis Mission & Strategy Start-Up	Ethics & Social Responsibility in Strategic Management; Moral Imagination	Discuss Personality Type & Teams Situation Analysis		DUE: Personality Inventory DUE: SIA Topic A & B Tutorials: Perceptual Map, Drift Demonstration, Situation Analysis & Strategies and Mission Statements Practice Round (in class) Tutorial: Analyze Results
4	2/05	STRATEGY: Governance CASES: Introduction to Case Studies CAPSTONE: Practice Round	What Makes Boards Great		Smoking Controversy - Handout (Professor) Madonna - Handout (Professor & Class)	Discuss and practice case presentations DUE: SIA Topic C & D DUE: Practice Round (Teams on their own)
5	2/12	STRATEGY: Competitive Strategy CAPSTONE: Capstone Year 1 Results	How Competitive Forces Shape Strategy		Accounting Fraud at WorldCom (Class)	DUE: SIA Topic E & F DUE: Year 1 decisions (Monday, 2/11 @ 11:00pm)
6	2/19	STRATEGY: Balanced Scorecard CAPSTONE: Discuss Year 2 Results	The Balanced Scorecard; Putting the Balanced Scorecard to Work	Results Analysis	Yahoo	DUE: SIA Topic G & H DUE: Year 2 decisions

MGMT 365A – SPRING 2008 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
		CASE PRESENTATION #1				
7	2/26	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 CAPSTONE: Discuss Year 3 Results	Core Competence of the Corporation		Wal-Mart	DUE: Year 3 decisions DUE: SIA Topic I & J
8	3/04	SPRING BREAK				
9	3/11	STRATEGY: Competitive Advantage CAPSTONE: Discuss Year 4 Results CASES: Presentation #3	Resource-Based Theory of Competitive Advantage		JetBlue	DUE: Year 4 decisions DUE: SIA Topic K & L
10	3/18	STRATEGY: CASES: Presentation #4 CAPSTONE: Discuss Year 5 Results		Discuss Team Feedback Survey	Frasier	DUE: Year 5 decisions; Team Feedback Survey (DUE: Monday @ 11pm) Feedback Review Session
11	3/25	STRATEGY: CASES: Presentation #5 CAPSTONE: Discuss Year 6 results			XM Radio	DUE: Year 6 decisions
12	4/01	STRATEGY: CASES: Presentation #6 CAPSTONE: Discuss Year 7 results			Walt Disney	DUE: Year 7 decisions

**MGMT 365A – SPRING 2008 - COURSE SCHEDULE**

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
13	4/08	CAPSTONE: Discuss Year 8 results				DUE: Year 8 decisions
14	4/15	CAPSTONE: Overall Simulation De-Brief Discuss Simulation Results				DUE: Capstone Written Report
15	4/22	CAPSTONE PRESENTATIONS				
16	4/29	FINAL EXAMS				



