

**Dr. Santo D. Marabella**

**Email**                   santo@moravian.edu

**Work Phone**           610-625-7903

**Office Location**      Comenius 203

**Office Hours**         Monday 4pm to 5pm  
                              Wednesday 1:30 to 2:30pm  
                              Thursday 11am to 12noon

### **Notes**

Other times available by appointment. While students may "drop in" at any time during office hours, scheduled appointments are highly recommended and ensure adequate time and attention to address student needs.

### **Course Information**

#### **Course Information**

##### **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 2009, Prentice Hall Custom Business Resources  
Capstone: Team Member Guide 2009, 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.

### **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***

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

#### ***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.

**Special Notes**

***Accommodations:***

Students who wish to request accommodations in this class for a disability should contact Mr. Joe Kempfer, Assistant Director of Learning Services for Disability Support, 1307 Main Street (extension 1510). Accommodations cannot be provided until

authorization is received from the office of Learning Services.

***Subjective Discretion:***

It is within the Instructor's purview to apply qualitative judgment in determining grades for assignments or for the course.

**Expectations Section A**

**Course**

- figure out what area of business suits you
- "inside" scoop on the real world and business
- bring together everything learned from our major
- to be prepared so we can be confident in our job
- what organizations look for in hiring
- putting together a resume
- make better group business decisions
- improve our ability to make presentations
- more experience in teams
- more experience in taking leadership or being a manager

**Instructor:**

- help students with reasonable/realistic needs
- teach through experiences
- discussion rather than lecture
- extremely knowledgeable
- everyone gets an A
- being accessible
- make it enjoyable
- be unbiased and grade students fairly
- be specific with expectations of students

- give us a break during class

### **Class Expectations Section B**

#### **Course:**

- what is cutting edge in terms of policies - e.g. hiring
- what not to do in a job... how to keep your job
- what to expect in the workforce, how to conduct yourself professionally
- how to avoid common mistakes, in terms of the organization and the individual
- find out what job markets are good
- how to approach people with your ideas
- what are recruiters looking for
- how to demonstrate leadership to everyone
- how to start your own company

#### **Instructor:**

- be prepared, make sure materials needed for class are available
- make materials interesting
- be on time
- fairness
- add real life examples

### **Research Guidelines**

General Guidelines  
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).

**APA Quick Guide**

[APA Quick Guide](#) (15.735 Kb)

**Assignments**

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

**Case Study Teams**

CASE #	TITLE	SECTION A	SECTION B

	<b>Yahoo</b>		<b>Digby</b>
	<b>Wal-Mart</b>	<b>Erie</b>	<b>Ernie</b>
	<b>JetBlue</b>	<b>Baldwin</b>	<b>Chester</b>
	<b>America Red Cross</b>	<b>Chester</b>	
	<b>XM Radio</b>		<b>Andrews</b>
	<b>Disney</b>	<b>Andrews</b>	<b>Baldwin</b>
	<b>DaimlerChrysler</b>	<b>Digby</b>	

**CAPSTONE Teams**

<b>Team</b>	<b>SECTION A</b>	<b>SECTION B</b>
-------------	------------------	------------------



Andrews	Edelman, Fox, Kelly, Nederostek, Levy	Bocchino, Ramirez, Teese, Varos
Baldwin	Fowler, Kalis, McVaugh, Prieto	Brinkerhoff, Henrie, Murray, Sessa
Chester	Abbuhl, Clemente, Mayotte, Sekulski	Buck, Gurnari, Hersch, Regan
Digby	Anderko, Freifeld, Gerbino, Lyons, Parikh	Brown, Durso, Kadel, Monaghan
Erie	Fedonshen, Garcia, Voskian, Mente	Carroll, Foster, Johnson, Prince
Ferris	NONE	NONE

### Strategy in Action Presentations

ID	Topic	Section A	Section B
A	Level 5 Leadership	Fox, Levy	Durso, Murray
B	Strategic Thinking	McVaugh, Garcia	Henrie, Sessa
C	Strategic Planning	Clemente, Kalis	Kadel Prince
D	Formulating Strategy	Mayotte, Mente	Ramirez, Varcos
E	Social Responsibility & Ethics	Sekulski, Fowler	Gurnari, Monaghan
F	Boards of Directors	Anderko, Fedorishen	Bocchino, Foster
G	Competitive Strategy	Abbuhl, Voskian	Johnson, Regan
H	Balanced Scorecard	Kelly	
I	Core or Distinctive Competencies	Gerbino, Parikh	Brown, Buck
J	Crisis Planning	Edelman, Nederostek	Brinkerhoff, Teese
K	Resource-Based View of Strategy	Fox, Prieto	

L	Strategy in a Digital Era	Lyons, Freifeld	Carroll, Hersch
---	---------------------------	-----------------	-----------------

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
1	1/20	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS:</p> <p>Business in the News</p> <p>Article Readings</p> <p>Case studies</p> <p>Capstone</p> <p>SteelStax Project</p> <p>STRATEGY:</p> <p>Defining Strategy</p> <p>Strategy &amp; Performance</p> <p>Social Responsibility &amp; Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i></p> <p>Blackboard</p> <p>Capstone</p> <p><i>Teaming up:</i></p> <p>Capstone</p> <p>Case Studies</p> <p><i>Capstone:</i></p> <p>Getting Started (first 3 tabs)</p>

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
2	1/27	<p>CAPSTONE: Introduction to Capstone Simulation</p> <p>STRATEGY Defining Strategy</p> <p>Mock Board Meeting: MC Pound, Inc.</p>	<p>Level 5 Leader; Strategic Thinking</p>	<p>Student Guide: Entire Publication</p>		<p>Case &amp; Capstone Team Rosters distributed;</p> <p><i>Capstone:</i> Getting Started (tabs 4 – 7) submit Case &amp; Cap Team Contacts</p> <p>Case assignments distributed</p> <p>DUE: Capstone Project #2, 3 &amp; 6</p>

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
3	2/03	<p>STRATEGY: Ethics &amp; Social Responsibility</p> <p>CAPSTONE: Situation Analysis Mission &amp; Strategy Start-Up</p>	<p>Strategic Planning; Crafting Strategy</p>	<p>Discuss Personality Type &amp; Teams</p> <p>Situation Analysis</p>		<p>DUE: Personality Inventory</p> <p>DUE: SIA Topic A &amp; B</p> <p>Tutorials: Perceptual Map, Drift Demonstration, Situation Analysis &amp; Strategies and Mission Statements</p> <p>Practice Round (in class)</p> <p>Tutorial: Analyze Results</p> <p>DUE: Capstone Project # 9, 10 &amp; 11 (environment &amp; competitor analysis)</p>

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
4	2/10	<p>STRATEGY: Governance</p> <p>CASES: Introduction to Case Studies</p> <p>CAPSTONE: Practice Round</p>	Integrating Ethics; Moral Imagination		<p>Madonna - Handout (Professor)</p> <p>WorldCom (Professor &amp; Class)</p>	<p>Discuss and practice case presentations</p> <p>DUE: SIA Topic C &amp; D</p> <p>DUE: Practice Round (Teams on their own)</p> <p>DUE: Capstone Project #14 &amp; 15 (functional strategy)</p>
5	2/17	<p>STRATEGY: Competitive Strategy</p> <p>CAPSTONE: Capstone Year 1 Results</p>	Great Boards Great; How Competitive Forces Shape Strategy		Team Case #1: WalMart (Erie)	<p>DUE: SIA Topic E &amp; F</p> <p>DUE: Year 1 decisions (Monday, 2/16 @ 11:00pm)</p> <p><i>Capstone:</i></p> <p>HR Module preview</p> <p>DUE: Capstone Project #17 &amp; 18 (individual &amp; organizational culture)</p>

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
6	2/24	<p>STRATEGY: Balanced Scorecard</p> <p>CAPSTONE: Discuss Year 2 Results</p> <p>CASE PRESENTATION #1</p>	<p>The Balanced Scorecard; Putting the Balanced Scorecard to Work</p>	<p>Results Analysis</p>	<p>Team Case #2: JetBlue (Baldwin)</p>	<p>DUE: SIA Topic G &amp; H</p> <p>DUE: Year 2 decisions</p> <p><i>Capstone:</i> TQM Module preview</p>
7	3/03	<p>SPRING BREAK</p>				
8	3 /10	<p>STRATEGY: Core &amp; Distinctive Competencies</p> <p>CASES: Presentation #2</p> <p>CAPSTONE: Discuss Year 3 Results</p>	<p>Core Competence of the Corporation</p>		<p>Team Case #3: American Red Cross (Chester)</p>	<p>DUE: Year 3 decisions</p> <p>DUE: SIA Topic I &amp; J</p> <p><i>Capstone:</i> Marketing Module preview</p>

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
9	3/17	<p>STRATEGY: Competitive Advantage</p> <p>CAPSTONE: Discuss Year 4 Results</p> <p>CASES: Presentation #3</p>	Resource-Based Theory of Competitive Advantage		Team Case #4: Disney (Andrews)	<p>DUE: Year 4 decisions</p> <p>DUE: SIA Topic K &amp; L</p> <p><i>Capstone:</i> Labor Module preview</p>
10	3/24	<p>STRATEGY:</p> <p>CASES: Presentation #4</p> <p>CAPSTONE: Discuss Year 5 Results</p>		Discuss Team Feedback Survey	Team Case #5: DaimlerChrysler (Digby)	<p>DUE: Year 5 decisions; Team Feedback Survey (DUE: Monday @ 11pm)</p> <p>Feedback Review Session</p> <p>DUE: Capstone Project #20 (team performance)</p>



MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
11	3/31	STRATEGY:  CASES:  Presentation #5  CAPSTONE:  Discuss Year 6 results			Case #6?	DUE: Year 6 decisions
12	4/07	STRATEGY:  CASES:  Presentation #6  CAPSTONE:  Discuss Year 7 results				DUE: Year 7 decisions
13	4/14	CAPSTONE:  Discuss Year 8 results				DUE: Year 8 decisions

MGMT 365A – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
14	4/21	CAPSTONE: Overall Simulation De-Brief Discuss Simulation Results				DUE: Capstone Written Report
15	4/28	CAPSTONE PRESENTATIONS				
16	5/05	FINAL EXAMS				

MGMT 365B – SPRING 2009 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Capstone</u>	<u>Cases</u>	
1	1/22	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS:</p> <p>Business in the News</p> <p>Article Readings</p> <p>Case studies</p> <p>Capstone</p> <p>SteelStax Project</p> <p>STRATEGY:</p> <p>Defining Strategy</p> <p>Strategy &amp; Performance</p> <p>Social Responsibility &amp; Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i></p> <p>Blackboard</p> <p>Capstone</p> <p><i>Teaming up:</i></p> <p>Capstone</p> <p>Case Studies</p> <p><i>Capstone:</i></p> <p>Getting Started (first 3 tabs)</p>

2	1/29	<p>CAPSTONE: Introduction to Capstone Simulation</p> <p>STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.</p>	Level 5 Leader; Strategic Thinking	Student Guide: Entire Publication		<p>Case &amp; Capstone Team Rosters distributed;</p> <p><i>Capstone:</i> Getting Started (tabs 4 – 7) submit Case &amp; Cap Team Contacts Case assignments distributed DUE: Capstone Project #2, 3 4 &amp; 6 (team organization)</p>
3	2/05	<p>STRATEGY: Ethics &amp; Social Responsibility</p> <p>CAPSTONE: Situation Analysis Mission &amp; Strategy Start-Up</p>	Strategic Planning; Crafting Strategy	<p>Discuss Personality Type &amp; Teams</p> <p>Situation Analysis</p>		<p>DUE: Personality Inventory DUE: SIA Topic A &amp; B</p> <p>Tutorials: Perceptual Map, Drift Demonstration, Situation Analysis &amp; Strategies and Mission Statements</p> <p>Practice Round (in class)</p> <p>Tutorial: Analyze Results</p> <p>DUE: Capstone Project # 9, 10 &amp; 11 (environment and competitor analysis)</p>

4	2/12	<p>STRATEGY: Governance</p> <p>CASES: Introduction to Case Studies</p> <p>CAPSTONE: Practice Round</p>	Integrating Ethics; Moral Imagination		<p>Madonna - Handout (Professor)</p> <p>WorldCom (Professor &amp; Class)</p>	<p>Discuss and practice case presentations</p> <p>DUE: SIA Topic C &amp; D</p> <p>DUE: Practice Round (Teams on their own)</p> <p>DUE: Capstone Project #14 &amp; 15 (functional strategy)</p>
5	2/19	<p>STRATEGY: Competitive Strategy</p> <p>CAPSTONE: Capstone Year 1 Results</p>	Great Boards Great; How Competitive Forces Shape Strategy		Team Case #1: Yahoo (Digby)	<p>DUE: SIA Topic E &amp; F</p> <p>DUE: Year 1 decisions (Wednesday, 2/18 @ 11:00pm)</p> <p><i>Capstone:</i></p> <p>HR Module preview</p> <p>DUE: Capstone Project #17 &amp; 18 (individual &amp; organizational culture)</p>
6	2/26	<p>STRATEGY: Balanced Scorecard</p> <p>CAPSTONE: Discuss Year 2 Results</p> <p>CASES Presentation #1</p>	<p>The Balanced Scorecard;</p> <p>Putting the Balanced Scorecard to Work</p>	Results Analysis	Team Case #2: WalMart (Ernie)	<p>DUE: SIA Topic G &amp; H</p> <p>DUE: Year 2 decisions</p> <p><i>Capstone:</i></p> <p>TQM Module preview</p>

7	3/05	SPRING BREAK				
8	3 /12	STRATEGY: Core & Distinctive Competencies  CAPSTONE: Discuss Year 3 Results	Core Competence of the Corporation		Team Case #3: JetBlue (Chester)	DUE: Year 3 decisions DUE: SIA Topic I & J  <i>Capstone:</i> Marketing Module preview
9	3/19	STRATEGY: Competitive Advantage  CAPSTONE: Discuss Year 4 Results  CASES: Presentation #2	Resource- Based Theory of Competitive Advantage		Team Case #4: XM Radio (Andrews)	DUE: Year 4 decisions DUE: SIA Topic K & L  <i>Capstone:</i> Labor Module preview
10	3/26	STRATEGY:  CASES: Presentation #3  CAPSTONE: Discuss Year 5 Results		Discuss Team Feedback Survey	Team Case #5: Disney (Baldwin)	DUE: Year 5 decisions; Team Feedback Survey (DUE: Wednesday @ 11pm)  Feedback Review Session  DUE: Capstone Project #20 (team performance)

11	4/02	STRATEGY: CASES: Presentation #4 CAPSTONE: Discuss Year 6 results			Case #6?	DUE: Year 6 decisions
12	4/09	STRATEGY: CASES: Presentation #5 CAPSTONE: Discuss Year 7 results				DUE: Year 7 decisions
13	4/16	CAPSTONE: Discuss Year 8 results				DUE: Year 8 decisions
14	4/23	CAPSTONE: Overall Simulation De-Brief Discuss Simulation Results				DUE: Capstone Written Report
15	4/30	CAPSTONE PRESENTATIONS				
16	5/07	FINAL EXAMS				





