

MGMT 365A&B - Management Strategy & Policy

Spring 2010 - Santo D. Marabella

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:

Readings & Cases, Strategy 2010, Prentice Hall Custom Business Resources
MarketPlace Live, Business Simulation, 2010

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

Total Quality Participation	20%
Strategy in Action [individual, presentation]	25%
Case Analysis [team, presentation]	25%
MarketPlace Live Simulation [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.

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:

- course materials relate to real-life as much as possible

- tips on presentation skills
- understand how different concepts are inter-connected
- how to run your own business
- how to work together in a group
- open debates about course topics
- managing fairness among groups

Instructor:

- respecting student ideas and opinions
- be available to students
- clear guidelines for assignments
- clear expectations regarding course performance
- challenging students to think beyond what they already know or think

↓ **Class Expectations Section B**

Course:

- a lot of application of past material
- combine knowledge/info from previous classes
- assistance with organizing team members (i.e. who is good at what)
- support for meeting specifications of assignments (e.g. how to prepare an indepth MarketPlace presentation)
- demonstrate how case studies and simulation content/process are applicable in the "real-world"
- help identify individual strengths that could be used in an organization
- help focus on which functional area of business (i.e. marketing, HR) is of interest to us

Instructor:

- respect and listen to our ideas
- support and back us up in what we do in this course
- motivate and challenge us
- availability and accessibility is key to our successful performance
- responsive and timely feedback (i.e. return assignments within a reasonable time)
- open to creative thinking

Research Guidelines

APA 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

- Attached Files
-  [APA Quick Guide](#) (15.735 KB)

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Office Location Comenius 203

Office Hours Tuesday 4pm to 4:45pm Wednesday 1:30 to 2:30pm Thursday 11am to 12noon

Personal Link <http://>

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.

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) MARKET PLACE PROJECT [team, presentation, 30 points]

CLASS READINGS [casebook, textbook, MarketPlace Live Website] - specific readings listed in Schedule.

↓ **Assignments Roster**

↓ **Case Analysis**

↓ **MarketPlace Live**

↓ **Strategy in Action**

↓ **Keirsey Temperament Sorter**

- Attached Files
-  [MBTI Kiersey Inventory](#) (381 KB)

↓ **Reading Discussion Questions for W/O Feb 1, '09**

Strategic Planning

1. According to the article, the strategic planning process defined as making entrepreneurial decisions, organizing efforts to carry out the decisions and measuring the results of these decisions. Using this framework, what would a strategic planning process for the MC Pound look like (i.e. what types of decisions and efforts, and how would you know if the implementation was successful?)
2. What are the four primary elements of a strategic planning process?
3. What are the three fundamental questions to be answered in Strategic Planning?
4. What might be the driving force in the following examples?
 - a community college
 - a mortgage company
 - a casino in Bethlehem
 - an independent (non-chain) coffee shop
5. What does the article indicate are three benefits of strategic planning?

Crafting Strategy

1. How does Mintzberg's metaphor that managers are craftspersons and strategy is their clay explain the difference between *planning* strategy and *crafting* strategy ?
2. How is strategy a pattern and a plan?
3. Is making strategy a process that is *deliberate* or *emerging*? Why?
4. Why is there not one best way to make strategy? What example from choosing a career path might apply?
5. In trying to develop a strategy to improve as a sports team, how might *continuous improvement* and *brief revolutionary turmoil* be evident?

6. According to the article, there are five competencies of crafting strategy: manage stability, detect discontinuity, know the business, manage patterns and reconcile change and continuity. Demonstrate what each of the five competencies might look like in the following examples: Moravian's recruitment of the Class of 2014; trying to attract feature films to produce in the Lehigh Valley; picking a menu for your new bar/restaurant; determining the type of investment portfolio a recent college graduate should have.

↓ [Introductory Cases](#)

The Madonna case can be found in this folder.



↓ **MC Pound**

- Attached Files
-  [MC Pound BOD Mtg \(rev 09\).doc](#) (24.5 KB)

• **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**

Please see the Assignment Roster section for Case Titles and team assignments.

↓ **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**

- Attached Files
-  [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**

- Attached Files
-  [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**

- Attached Files
-  [Case Evaluation.doc](#) (24 KB)

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

Log On Info

Website

<https://web.marketplace-live.com/home4/purchase/purchase.php>

Game IDs

Section A: 4101-0002-0647

Section B: 4101-0003-0240

For assistance in logging in, please view the demo video at: <http://www.ilshome.com/>
Click on the Demo icon, then select "student sign up overview."

↓ **Activities**

Table 1-1: Decisions to be Made by Quarter (found in Help: A. Introduction to MarketPlace)

Note: Be prepared to justify your decisions, and explain the rationale used to form them.

Quarter 1: Organize the firm and setup shop.

- Determine desired image of company
 - Designate a company name
- Focus on process of working as a team to achieve goals
 - Assess team skills, and work styles, then assign corporate responsibilities
 - Determine how to manage the organization and establish group norms
- Review market survey results - evaluate segments, markets, and potential competition
 - Analyze market opportunities
- Establish corporate goals and strategic direction
 - Select target segments
 - Write mission statement
 - Specify and rank order corporate goals
 - Establish strategic direction
- Sell 2 million in stock to executive team
- Create customer value - match components to benefits (Quality Function Deployment)
 - Design a brand for each target segment
- Select test market
 - Open first sales office
 - Open a web center (Optional)
- Setup manufacturing operations
 - Invest in plant capacity

Quarter 2: Go to test market.

- Sell 1 million in stock to executive team
- Human resources
 - Establish sales force compensation package
 - Establish factory worker compensation package
- Sales office management
 - Hire sales people - assign to segments
 - Open new sales offices (Optional)
 - Hire and assign web center staff (If applicable)
 - Select web traffic and productivity tactics (If applicable)
- Brand design
 - Revise brand designs for test market (Optional)
- Advertising
 - Ad copy design
 - Media placement and ad frequency

- Pricing
 - Designate brands available for sale
 - Set brand prices - price promotions
 - Set sales priority
- Manufacturing
 - Estimate demand per sales person
 - Schedule daily production
 - Run factory simulation
 - Invest in plant capacity (Optional)
- Purchase market research
- Pro forma accounting
 - Project cash flow

Quarter 3: Skillful adjustment and market expansion.

- Evaluate financial performance
 - Profitability analysis
- Evaluate market performance
 - Customer opinion - brand designs, prices and advertising
 - Market demand - by company, brand and per sales person
- Sell 1 million in stock to executive team
- Revise marketing tactics as needed, and continue test marketing
 - Brand designs
 - Brand prices, price promotions and sales priority
 - Sales force numbers and assignments
 - Web marketing tactics
 - Compensation packages
 - Advertising copy
 - Media placement and frequency
- Sales office management
 - Open new sales office (Optional)
- Establish production plan for quarter
 - Review production results from previous quarter
 - Forecast demand by brand
 - Set daily production schedule for each brand
 - Run factory simulation
 - Invest in plant capacity (Optional)
- Purchase market research
- Pro forma accounting
 - Project cash flow

Quarter 4: Invest in the future.

- Evaluate financial performance
 - Use activity based costing (ABC) to evaluate profitability of brands and sales offices
- Evaluate market performance

- Customer opinion - brand designs, prices and advertising
- Market demand - by company, brand and per sales person
- Competitor tactics - segments targeted and selection of marketing tactics
- Conduct demand analysis to estimate brand, price, advertising, and sales force elasticity
- Develop one year business plan
 - Goals - marketing, financial and ownership
 - Marketing strategy
 - Manufacturing strategy
 - Financial strategy
 - Pro forma cash flows and financial statements
 - Size of equity request, number of shares offered, and share price
- Present business plan to venture capitalists and negotiate equity investment (consult your instructor or **Marketplace** processing center for details)
 - Consider taking out conventional loan
- Invest in R&D for new brand components
- Begin global roll out of business plan
- Revise marketing tactics as needed
 - Brand designs
 - Brand prices, price promotions and sales priority
 - Sales force numbers and assignments
 - Web marketing tactics
 - Compensation packages
 - Advertising copy
 - Media placement and frequency
- Sales office management - expand market coverage
 - Open new sales office(s)
- Revise production decisions as needed - improve production economies
 - Forecast demand by brand
 - Set daily production schedule for each brand
 - Run factory simulation
 - Invest in plant capacity
- Purchase market research
- Pro forma accounting
 - Project cash flow
- Prepare tactical plan

Quarter 5: Expand the business strategy.

- Evaluate team performance - self assessment of roles played, contributions made, and adjustments needed
- Evaluate performance - financial, marketing, and competitive
- Manage strategy
 - Unanticipated competitive moves
 - Financial capability
 - Skillfully adjust strategy
- Marketing - make incremental changes in tactics
 - Review market research

- Use activity based costing (ABC) to evaluate profitability of brands and sales offices
- Conduct demand analysis to estimate brand, price, advertising, and sales force elasticity
- Brand design - increase demand
 - Brand ratings
 - Continuously improve component selection (R&D)
 - Introduce new brands with new R&D components
 - Explore R&D licensing opportunities and strategic alliances
- Human resources - motivate employees
 - Compensation packages
- Sales channels - expand market coverage
 - Open new sales office(s)
 - Increase sales force
 - Revise sales force assignments - target most profitable segments
 - Web marketing tactics - increase visitor sales and customer satisfaction
- Advertising - increase demand
 - Ad copy ratings
 - Media placement and frequency
- Pricing - increase demand
 - Brand prices, price promotions and sales priority
- Revise production decisions as needed - improve production economies
 - Forecast demand by brand
 - Set daily production schedule for each brand
 - Run factory simulation
 - Invest in plant capacity
- Purchase market research
- Pro forma accounting
 - Project cash flow
- Prepare tactical plan

Quarter 6: Refine the business strategy.

- Evaluate performance - financial, marketing, team and competitive
- Manage strategy
 - Unanticipated competitive moves
 - Financial capability
 - Skillfully adjust strategy
- Marketing - make incremental changes in tactics
 - Use activity based costing (ABC) to evaluate profitability of brands and sales offices
 - Conduct demand analysis to estimate brand, price, advertising, and sales force elasticity
- Revise marketing tactics as needed
 - Continuously improve brand features (R&D)
 - Brand prices, price promotions and sales priority
 - Sales force numbers and assignments
 - Web marketing tactics

- Compensation packages
- Advertising copy
- Media placement and frequency
- Manufacturing
 - Fixed capacity
 - Scheduling options
- Purchase market research
- Compute pro forma cash flow
- Prepare tactical plan

Quarter 7: Report to the board.

- Evaluate team performance - self assessment of roles played, contributions made, and adjustments needed
- Evaluate financial performance
 - Profitability analysis
- Evaluate market performance
 - Customer opinion - brand designs, prices and advertising
 - Market demand - by company, brand and per sales person
 - Competitor tactics - segments targeted and selection of marketing tactics
- Report to board on operations since presentation of business plan
 - Market and financial performance
 - Valuation of the firm
 - Departures from plan, justification
- Present plan for the future

↓ Executive Briefings

Executive Briefings (found in Help: B. Player Activities)

The Chairman of the Board (Instructor) will meet periodically with each team. The first Executive Briefing will be held after the results are reported for Q1; after that, Briefings will generally be held in class during weeks when there are no decisions to be submitted. (Please refer to the Course Schedule for specific Briefing dates.)

During these executive briefings, the team will review its:

- Performance
- Market analysis
- Current decisions
- Decisions for the future

Each and every member of the team must be prepared to defend the analysis and the logic behind all of the team's decisions and plans.

See below for a list of possible discussion topics for meetings with the Chairperson of the Board during each quarter:

Quarter 1

Theme: Introduction and initial goals

All Team Members should:

- Explain why you want the job and why you will be good at it.
- Review team member selection and how member fit will help your company to excel.
- What image does your company wish to project? After a year and a half of business, what do you want competitors to say about your firm?
- Give name of company and rationale for its selection.

President:

- Establish specific, quantifiable corporate goals and the rationale for them.
- Describe the strategic direction your executive team has established for the firm and the rationale for such direction.

Marketing Research:

- Name and describe each market segment (provide customer profiles).
- Estimate market potential and demand of each segment. Explain assumptions.
- Estimate market potential and demand of each metropolitan market. Explain assumptions.
- Identify city chosen for test marketing. Explain choice.

Marketing:

- Lay out initial strategy for market development (i.e., market entry sequence by segment and geographic area). Justify.
- Describe brands to be produced for chosen segments. Justify features selected.

Sales:

- Describe expected sales strategies and tactics.
- Lay out initial strategy for market development (i.e., market entry sequence by segment and geographic area). Justify.

Production:

- Describe and justify your production capacity decisions.

Finance:

- Describe your current financial status.
- Describe how you plan to finance your initial operating investments and expenditures.

Quarter 2

Theme: Let's go to market!

President:

- How are you beginning to accomplish your corporate goals?
- What do you hope to accomplish in the test market?
- How are you functioning as a team?

Marketing Research:

- Estimate market demand by segment for each brand. Explain process.
- What cities were chosen for test marketing?
- Explain your marketing research plan for the test market.

Marketing:

- Lay out your marketing strategy for each brand (i.e., marketing mix). Justify your decision.
- Describe any new brands to be produced. Justify features selected.

Sales:

- Define specific, quantifiable goals for the test market.
- Describe sales strategy and tactics.
- Do you plan to open any new sales offices for quarter 3? If so, why?

Production:

- Describe and justify your plant decisions, fixed capacity.
- Describe and justify your production scheduling decisions. What have been the results of your factory simulations?

Finance:

- Define specific, quantifiable, financial goals for the test market.
- Describe your current financial status. Prepare pro forma cash flow, balance sheet, and income statement for the quarter.
- Justify your pricing decisions. Show how all expenditures are accounted for in your final selling price. Allocate each expenditure (by proportion) against your sales figures.

Quarter 3

Theme: The results are in! What now?

President:

- How did your performance compare to your corporate goals?
- How do you assess your competition?
- Are you planning any changes in your corporate goals and/or strategy?
- What do you hope to accomplish in the market this quarter?

Marketing Research:

- What was the market's reaction to your brands, advertising, and prices? How do you compare to your competition?
- How do in-store decisions affect market demand?
- How do advertising and brand design affect market demand?
- Revise estimates of market demand by segment for each brand.
- Explain your marketing research plan for the market.

Marketing:

- How did your performance compare to your business goals?
- How are you revising your goals and strategy for the current market in response to the last quarters' test market?
- Lay out your marketing strategy for each brand (i.e., marketing mix).
- Describe any new brands to be produced. Justify features selected.
- Estimate advertising impact and financial effectiveness. Compare with your competitors.

Sales:

- How did your performance compare to your market goals?
- What was your demand per sales person for each test market? How did it compare to the competition? What caused the differences?
- Have your market experiences caused you to revise your goals, strategy, or tactics for the current market?
- How strong is your position in each market? How can you improve it?
- Describe your sales strategy and tactics for each geographic market.
- Describe and justify your decisions to open sales offices.

Production:

- Review your plant operation in the previous quarter. How much was produced and sold? Was there any unmet demand? What are your inventory levels?
- How will you revise your daily production scheduling for the current quarter?

Finance:

- How did your performance compare to your financial goals? To other firms in the industry?
- Are you revising your goals or strategy for the current market in response to the last test market?
- Describe your current financial status. How is it affecting your ability to achieve your

corporate, marketing and/or financial goals?

- Justify your pricing decisions. Using the Activity Based Costing information provided on the decision template, evaluate the contribution of each brand and city to the profitability of the firm. Show how all expenditures are accounted for in your final selling price. Allocate each expenditure (by proportion) against your sales figure.

Quarter 4

Theme: So, you want 4,000,000. Present your business plan to venture capitalists (consult your instructor or the Marketplace processing center for details).

All Team Members should:

- Prepare Tactical Plan for following quarters.
- Prepare pro forma cash flow for the following quarters.
- Describe and justify your R&D decisions.

Quarter 5

Theme: Departures from the business plan.

President:

- What is your position in the market?
- What is your competition up to now?
- What trends are beginning to take shape in the market? How will they affect you?
- Are you on target with your business plan? Any departures? If yes, why?
- How do you assess your team's performance? What are your strengths and weaknesses? What changes must be made to become a high-performance team?

Marketing Research:

- Are there any changes in the market that will affect you?
- What is the market's reaction to your brands, advertising, and prices? How do you compare to your competition?
- How do in-store decisions affect market demand?
- How does advertising and brand design affect market demand?
- Forecast market demand by segment for each brand.
- What is your marketing research plan?

Marketing:

- Are you on target with your marketing goals?
- Are you revising your goals, strategy, and/or tactics in response to competitive or customer decisions? If yes, how and what is the anticipated effect?
- Lay out your marketing strategy for each brand (i.e., marketing mix).

- Describe and justify your R&D decisions.
- Describe any new brands to be produced. Justify features selected.
- Estimate advertising impact and financial effectiveness. Compare with your competitors.

Sales:

- How is your market performance comparing to your market goals? Compare your demand/sales person figures with your competitors. Who is ahead and why?
- Have your recent market experiences caused you to revise your goals, strategy, and/or tactics in dealing with your geographic markets?
- Describe your most recent tactics and how they are helping or hurting you in achieving your objectives.

Production:

- Review your plant operation in the previous quarter.
- How will you revise your production scheduling for the current quarter?

Finance:

- How did your performance compare to your financial goals? To other firms in the industry?
- Describe your current financial status. How is it affecting your ability to achieve your marketing and financial goals?
- Evaluate the financial performance of each brand and sales office. Allocate relevant costs and revenues using Activity Based Costing. Which are the winners or losers?
- How must your marketing strategy change in light of your financial performance?

Quarter 6

Theme: Preparing for the big push.

President:

- What is your position in the market?
- How does your performance compare to your stated goals?
- Any surprises from your competition? The customers?
- Are you on target with your business plan? Any departures? If yes, why?

Marketing Research:

- Are there any changes in the market that may affect you?
- Can you quantify the effect of brand design, pricing, advertising, and various in-store decisions on customer demand?
- Forecast market demand by segment for each brand.
- What is your marketing research plan?

Marketing:

- Are you on target with regard to your marketing goals?
- What are you doing to accomplish your end of year objectives?
- Lay out your marketing strategy for each brand (i.e., marketing mix). How do they all fit together into the "Big Picture"?
- Describe any new brands to be produced. Justify decision.
- Estimate advertising impact and financial effectiveness. Compare with your competitors.

Sales:

- How does your market performance compare to your market goals?
- Lay out your sales force strategy for each geographic market (i.e., marketing mix). How do they all fit together into the "Big Picture"?
- What are you doing to win the necessary support you will need from the rest of the executive team to achieve your year-end sales objectives?

Production:

- Review your plant operation in the previous quarter.
- How will you revise your daily production scheduling for the current quarter?
- What are you doing to prepare the production operation for the final push in quarter 6?

Finance:

- How did your performance compare to your financial goals? To other firms in the industry?
- Describe your current financial status. How is it affecting your ability to achieve your marketing and/or financial goals?
- Evaluate the financial performance of each brand and sales office. Allocate relevant costs and revenues using Activity Based Costing. Which are the winners or losers?
- How must your business strategy change in light of your financial performance?

Quarter 7

Theme: Rating your performance.

All Team Members should:

- Review *Balanced Scorecard*.
- How does your company compare to the competition?
- Did you achieve your objectives?
- What should you have done differently?
- Prepare a final report of the company's position, and present to investors.



↑ **Final Report to the Board**

Final Report to the Board

Each time is responsible for presenting a Report to the Board (following the end of play - Q6). The following content should be included:

Report Overview:

- A review and analysis of your company's performance on the *Balanced Scorecard*.
- A comparison of your company's performance in relation to the competition.
- An assessment of how well you met your corporate objectives.

Performance Assessment:

- Team Performance
 - self assessment of roles played, contributions made, and adjustments needed
- Financial performance
 - profitability analysis, including relevant ratios, analysis of game-ending statements (balance sheet, income statement and cash flow)
- Market performance
 - customer opinion - brand designs, prices and advertising
 - market demand - by company, brand and per sales person
 - competitor tactics - segments targeted and selection of marketing tactics
- Operations since presentation of business plan
 - market and financial performance
 - valuation of the firm
 - departures from plan, justification
 - present plan for the future

Conclusions:

- What We Learned about...
 - Management and strategy (i.e. course content and readings)
 - Working on a team
 - Running a company
- What We Would Do Differently

↓ Grading

MarketPlace Live Simulation (team, written, presentation, 30 points):

Each student is responsible for preparing and participating in a team project 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 MarketPlace Live presentation, or risk failing the Final Exam.

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

Report to the Board

Format = 1

References/Sources = 3

Report Overview = 5

Performance Assessment = 5

Conclusions = 4

SUB-TOTAL = 18

Report Overview: includes the company's relevant information (i.e. Table 1-1) and assessment of the *Balanced Scorecard* performance, competitor comparison, meeting corporate objectives .

- A comparison of your company's performance in relation to the competition.
- An assessment of how well you met your corporate objectives.

Performance Assessment: includes a review of the decisions undertaken in each functional area, specifically, as they relate to team, financial, market and operational performance.

Conclusions: includes a discussion of what the team learned about related to the course content and readings, working on a team and running a company; as well as a statement about what you would 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 Form 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.

Strategy in Action

- **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 A, B, ... or L
Your Name
Date Submitted
Dr. Marabella
MGMT 365A or B

Research Question: centered after the above heading
Remember, attach a list of References (APA style) and indicate these sources in your paper.

↓ **Grading**

Content:

Research Question = _____/2

Quality of Research = _____/5

Response = _____/5

Example = _____/3

Presentation:

Communication = _____/5 Engagement = _____/3

Professionalism = _____/ 2

TOTAL = _____/25

↓ **Topic**

Please see the Assignments Roster section for a listing of topics and students assigned to those topics

↓ **Electronic Access SEC Form 10-K Reports**

Go to the Library Home Page, then:

1. Indexes to Periodical Articles
2. Academic Universe
3. Business (under Academic Search Forms)
4. SEC Filings & Reports (under Company Information)
5. Type name of Company (e.g. Viacom)

MGMT 365A – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/19	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live SteelStax Project</p> <p>STRATEGY: Defining Strategy Strategy & Performance Social Responsibility & Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/26	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.</p>	<p>Level 5 Leader; Strategic Thinking</p>			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>

MGMT 365A – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
3	2/02	STRATEGY: Ethics & Social Responsibility MARKETPLACE: Situation Analysis Mission & Strategy Start-Up	Strategic Planning; Crafting Strategy	Discuss Personality Type & Teams Situation Analysis		DUE: Personality Inventory DUE: SIA Topic A & B
4	2/09	STRATEGY: Governance CASES: Introduction to Case Studies MARKETPLACE: Practice Round	Integrating Ethics; Moral Imagination		Madonna - Handout (Professor)	Discuss and practice case presentations DUE: SIA Topic C & D
5	2/16	STRATEGY: Competitive Strategy MARKETPLACE: Marketplace Q1 Results	Great Boards Great; How Competitive Forces Shape Strategy		WorldCom (Professor & Class)	DUE: SIA Topic E & F <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Monday, February 15 – 9pm)

MGMT 365A – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
6	2/23	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	The Balanced Scorecard; Putting the Balanced Scorecard to Work		Case: Wal-Mart (Team #2)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Monday, February 22 – 9pm)
7	3 /02	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	Core Competence of the Corporation		Case: JetBlue(Team #1)	DUE: SIA Topic I & J <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Monday, March 1 – 9pm)
8	3/09	SPRING BREAK				
9	3/16	STRATEGY: Competitive Advantage MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	Resource-Based Theory of Competitive Advantage		Case: ARC (Team #3)	DUE: SIA Topic K & L <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Monday, March 15 – 9pm)

MGMT 365A – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
10	3/23	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: Goldman Sachs (Team #4)	Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
11	3/30	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Ford (Team #5)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Monday, March 29 – 9pm)
12	4/06	CASES: Presentation #6 MARKETPLACE: Executive Briefings				<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/13	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Monday, March 12 – 9pm)
14	4/20	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/27	MARKETPLACE PRESENTATIONS				
16	5/04	FINAL EXAMS				

MGMT 365B – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
1	1/21	<p>COURSE OVERVIEW</p> <p>INTRODUCTIONS: Business in the News Article Readings Case studies MarketPlace Live SteelStax Project</p> <p>STRATEGY: Defining Strategy Strategy & Performance Social Responsibility & Jelly Doughnuts</p>				<p>Discuss assignments; submit functional interests; submit Case choices</p> <p><i>Logging on:</i> Blackboard MarketPlace Live</p> <p><i>Teaming up:</i> MarketPlace Live Case Studies</p> <p><i>MarketPlace:</i> Getting Started</p>
2	1/28	<p>MARKETPLACE: Introduction to Marketplace Simulation</p> <p>STRATEGY Defining Strategy Mock Board Meeting: MC Pound, Inc.</p>	<p>Level 5 Leader; Strategic Thinking</p>			<p>Case & Marketplace Team Rosters distributed</p> <p><i>Marketplace:</i> Getting Started submit Case & MP Team Contacts Case assignments distributed</p>

MGMT 365B – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
3	2/04	STRATEGY: Ethics & Social Responsibility MARKETPLACE: Situation Analysis Mission & Strategy Start-Up	Strategic Planning; Crafting Strategy	Discuss Personality Type & Teams Situation Analysis		DUE: Personality Inventory DUE: SIA Topic A & B
4	2/11	STRATEGY: Governance CASES: Introduction to Case Studies MARKETPLACE: Practice Round	Integrating Ethics; Moral Imagination		Madonna - Handout (Professor)	Discuss and practice case presentations DUE: SIA Topic C & D
5	2/18	STRATEGY: Competitive Strategy MARKETPLACE: Marketplace Q1 Results	Great Boards Great; How Competitive Forces Shape Strategy		WorldCom (Professor & Class)	DUE: SIA Topic E & F <i>Marketplace:</i> DUE: Marketplace Decisions Q1 (Wednesday, February 17 – 9pm)

MGMT 365B – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
6	2/25	STRATEGY: Balanced Scorecard MARKETPLACE: Discuss Q2 Results CASES Presentation #1	The Balanced Scorecard; Putting the Balanced Scorecard to Work		Case: Wal-Mart (Team #3)	DUE: SIA Topic G & H <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q2 (Wednesday, February 24 – 9pm)
7	3 /04	STRATEGY: Core & Distinctive Competencies CASES: Presentation #2 MARKETPLACE: Discuss Q3 Results	Core Competence of the Corporation		Case: JetBlue(Team #5)	DUE: SIA Topic I & J <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings DUE: Marketplace Decisions Q3 (Wednesday, March 3 – 9pm)
8	3/11	SPRING BREAK				
9	3/18	STRATEGY: Competitive Advantage MARKETPLACE: Discuss Q4 Results CASES: Presentation #3	Resource-Based Theory of Competitive Advantage			DUE: SIA Topic K & L <i>Marketplace:</i> DUE: Marketplace Decisions Q4 (Wednesday, March 17 – 9pm)

MGMT 365B – SPRING 2010 - COURSE SCHEDULE

<u>Week</u>	<u>Date</u>	<u>Topic</u>	<u>Readings</u>			<u>Activities/Deadlines</u>
			<u>Articles</u>	<u>Marketplace</u>	<u>Cases</u>	
10	3/25	CASES: Presentation #4 MARKETPLACE: Executive Briefings		Discuss Team Feedback Survey	Case: Goldman Sachs (Team #1)	Feedback Review Session <i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
11	4/01	CASES: Presentation #5 MARKETPLACE: Discuss Q5 results			Case: Ford (Team #2)	<i>Marketplace:</i> DUE: Marketplace Decisions Q5 (Wednesday, March 31 – 9pm)
12	4/08	CASES: Presentation #6 MARKETPLACE: Executive Briefings			Case: Bollywood (Team #4)	<i>Marketplace:</i> COMPANY MEETINGS: Executive Briefings
13	4/15	MARKETPLACE: Discuss Q6 results				<i>Marketplace:</i> DUE: Marketplace Decisions Q6 (Wednesday, March 14 – 9pm)
14	4/22	MARKETPLACE: Overall Simulation De-Brief Discuss Simulation Results				<i>Marketplace:</i> DUE: Final Report to the Board (written)
15	4/29	MARKETPLACE PRESENTATIONS				
16	5/06	FINAL EXAMS				