Syllabus: Summer 2015
MGMT 6103 – Strategic Management

CRN 50384/ Sat 1:00pm-5:00pm / Morrow, College of Business T-152/ This class meets on the following dates:
      May 30; June 6,13,20,27; July 11,18,25

Professor: Keith E. Miller, Ph.D.
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E-mail: keithmiller@mail.clayton.edu
Home Page: http://faculty.clayton.edu/kmiller31

You are responsible to check your e-mail on a daily basis for any messages or announcements relevant to the course. E-mails will be sent through campus e-mails, and not through Desire2Learn (D2L).
*Please put MGMT 6104 in the subject line

1. GENERAL INFORMATION

STUDENT POLICIES
Students are expected to abide by all policies in the University Catalog, Student Handbook, and the list of Basic Student Responsibilities posted on the Registrar’s Web site: http://adminservices.clayton.edu/registrar/

SPECIAL ACCOMMODATIONS
Individuals with disabilities who need to request accommodations or obtain this document in an alternative format, please contact the Disability Services Coordinator, Student Center 255, 678-366-5445. If you need special accommodations, it is your responsibility to notify the professor each time that it is needed.

OTHER INFORMATION
Please observe good classroom etiquette: cell phones and pagers off; computers off and closed unless being used in a classroom assignment. Please feel free to seek individual assistance from the professor.

NOTE: This is a graduate level MBA course. For every hour that a student spends in class, there is an expectation that at least three hours will be spent outside of class.

The CSU policy concerning children in classes and on-campus:
- Children are not permitted in classrooms.
- Faculty will not allow children to be present in their classrooms. If a student brings children to class, the student and children must be told to leave the classroom.
- Unattended children will not be permitted on-campus (in hallways, the gym, the library, outside of buildings, etc.).
- Public Safety (678-466-4050) will be notified if unattended children are observed on campus. If faculty or staff observe unattended children on-campus, they are responsible for informing Public Safety. The campus police will take any unattended children to the classroom of the parent, and will get the parent out of class. The parent will not be permitted to bring such children into the classroom.
- Parents are referred to Campus Life (UC Room 258, 678-466-5422) for information concerning childcare facilities off-campus.
2. COURSE INFORMATION

COURSE POLICIES

THIS SYLLABUS IS SUBJECT TO CHANGE:
This syllabus/course outline provides a general plan for the course. The schedule that follows provides a detailed checklist of topics and assignments by week. The professor reserves the right to make periodic changes to content, requirements, and schedule to accommodate the needs of the class and to fulfill the goals of the course. Changes will be announced in class, D2L, and/or by e-mail. It is every student’s responsibility to check their e-mail on a regular basis. Confirm at the beginning of the semester that you are receiving e-mails for this course. If there are any questions not answered in this syllabus, or if anything in the syllabus is unclear, please contact Dr. Miller.

Attendance Requirement:
Attendance at all classes is strongly encouraged. Since the class meets only eight Saturdays, when you miss one class, you will miss a significant portion of the material. I intend to start each class session on time, please avoid being tardy. If an absence is necessary it is the student’s responsibility to obtain class notes and material for the class missed. Class participation is welcome and encouraged. Reading assignments for each class and topic is given on the Course Schedule. As a preparation for class, please read the material before the meeting time. Except in a very unusual case, for an absence to be excused I must receive an email describing the reason for your absence before the class meeting time. Please put MGMT 6104 absence in the subject line.

- I will be taking attendance at each class meeting, which will require you to sign in on our course roster prior to the end of class.
- It is your responsibility to sign the course roster at every class meeting you attend. This course roster is the instructor’s official record. You will be held responsible for all announcements and material covered in lecture in addition to text, references, hand-outs and study guides.
- If you miss more than 25% of the course meetings, I reserve the right to have you administratively withdrawn from the course or reduce your final course grade by one letter grade, at my discretion.

Tardiness is indicated by a student entering the classroom after the instructor begins class. Excessive tardiness will affect your participation grade. One tardy or early leave that results in more than 1 hour of missed class time will count the same as one absence.

Academic Integrity:
Academic Integrity is of paramount importance at Clayton State University. Students are expected to abide by the Student Code of Conduct as outlined in the University’s official Student Handbook. Anyone failing to abide by this code will automatically receive a grade of “F.” If you plagiarize any information, you will automatically receive a grade of “F.”

GENERAL COURSE INFORMATION

Catalog Course Description:
This is a capstone course designed to apply and integrate concepts and analytical tools that students have studied in MBA course work. Students will participate in a competitive business simulation. The emphasis throughout is on developing strategic thinking skills and understanding the fundamentals for achieving competitive advantage in an ethical manner in a dynamic business environment.

Prerequisites:
This capstone seminar must be taken during the final semester of the MBA program.
Course Objectives/Outcomes:
Upon completion of the course, students should be able to:

A. Know, comprehend, and apply the basic concepts in strategic management

B. Apply the strategic management process and integrate knowledge from previous coursework by running a company as part of a management team, competing against other companies in a simulated business environment

C. Demonstrate business judgment and analytical skills by managing a company individually for four simulated years, competing against three computer-managed companies

D. Demonstrate interpersonal skills and appreciation for diversity by working collaboratively in a team with diverse membership

Linkage to MBA Program Learning Outcomes

Assessment Method

A. Apply knowledge of relevant business disciplines to evaluate the business environment and solve business problems

Exam with embedded questions keyed to basic concepts

B. Apply knowledge of relevant business disciplines to evaluate the business environment and solve business problems

Performance: Team ranking from “balanced scorecard” point system

C. Apply knowledge of relevant business disciplines to evaluate the business environment and solve business problems

Performance and Exam: Individual “balanced scorecard” point system plus quiz questions keyed to simulation results

D. Demonstrate leadership ability and team building skills

Web-based intra-group peer evaluation assessing team behaviors related to task and process

In addition to the primary course outcomes, this course will support other MBA program learning outcomes by enhancing students’ ability to:

1. Demonstrate oral presentation skills by designing and delivering a “Board of Directors” presentation based on the results of the business simulation.
2. Use basic computer technology appropriately in a business context (e.g., e-mail, Web-based discussion boards, MS Word, Excel, and PowerPoint).

Required Course Materials:
- Subscription to Capstone and Comp-XM from Capsim Management Simulations, Inc. ($68.98)
- Instructions for subscribing will be provided the first day of class
- No textbook required

Required Computer Competencies:
MGMT 6104 requires extensive use of the D2L Desire2Learn (D2L) course management system, Microsoft Word, PowerPoint, Excel, and the Capsim Management Simulations, Inc. Web site. Each CSU student is required to have ready access throughout the semester to a notebook computer that meets faculty-approved hardware and software requirements for the student’s academic program. Students will use computers every class period. See http://itpchoice.clayton.edu for full details of this policy.

Course Requirements and Expectations:

Note: Grading criteria will be included with the instructions for each course requirement.

1. Class and Team Participation: Class sessions will focus on application of concepts and skill building. The delivery will be experiential, with a minimum of lecture. Students are expected to complete the required pre-class assignments according to the course schedule. Regular, punctual class attendance and active
participation in class and team activities are essential to the learning experience. Team members will assess individual participation.

2. **Simulation Rehearsal Assignment**: Students will be required to complete an introductory lesson, quiz, rehearsal tutorial, and a situation analysis to prepare for the simulation.

3. **Application Assignments and Projects**: Students will complete three individual reading and application assignments during the semester, submitting a two-page essay for each assignment. The essays will be graded for both content and writing mechanics.

4. **Exam**: There will be one exam covering basic strategic planning concepts. The exam will be based on class lectures and handouts.

5. **Capstone® Business Simulation**: Students will apply the strategic management process and integrate knowledge from previous coursework by running a company as part of a management team, competing against other companies in simulation.

6. **Team Presentation to Board of Directors**: Management teams will review their business simulation results, explain their decisions, discuss learning, and propose a future strategy.

7. **Comp-XM® Business Competency Exam**: At the end of the course, students will demonstrate business judgment and analytical skills by managing their own company for four simulated years, competing against three computer-managed companies. This exam, which includes quiz questions related to the simulation results, is a component of the College of Business and AACSB Assurance of Learning process.

**Class Participation:**
Class participation is expected in this course. Time is allotted during each class period for the discussion of the cases, course material and other class activities. The class activities will vary and will include both individual, and group activities. Your class participation grade will be based on your participation in class discussion and class activities. Only in exceptional cases will an absence be excused and not affect your participation grade.
COURSE ADMINISTRATION

This course will be administered through Desire2Learn (D2L) and the Capsim Management Simulations, Inc. Web sites:

D2L
http://clayton.view.usg.edu
(Available Monday, 5/25, p.m.)

Management Simulations
http://capsim.com/
(Available Saturday, 5/30, p.m.)

- Syllabus
- Assignments
- Assessments (Exam)
- PowerPoint Lectures
- Grade Book
- Class Bulletin Board
- Discussion Boards
- Chat Rooms
- Capstone Simulation
- Balanced Scorecard
- Financial Reports
- Peer Evaluations

Please use CSU e-mail for one-to-one communication with your professor and the D2L Class Bulletin Board for posting questions and comments relevant to the whole class. Check D2L on a daily basis.

Grading System, Scale, and Policies:

<table>
<thead>
<tr>
<th>GRADE COMPONENT</th>
<th>POSSIBLE POINTS</th>
<th>ACTUAL POINTS</th>
<th>CUMULATIVE TOTAL</th>
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<tbody>
<tr>
<td>Individual Simulation Rehearsal Assignment</td>
<td>50</td>
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<tr>
<td>“Check Your Understanding” Quiz on Capstone*</td>
<td>(Bonus)</td>
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<tr>
<td>Individual Application Essay Assignment 1</td>
<td>50</td>
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<td>Individual Application Essay Assignment 2</td>
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<td>Individual Application Essay Assignment 3</td>
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<tr>
<td>Exam (Based on Course Lectures)</td>
<td>50</td>
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<tr>
<td>Business Simulation Results (Team Rankings)</td>
<td>100</td>
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<td>Team Business Presentation to Board of Directors</td>
<td>50</td>
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<tr>
<td>Individual Comp-XM Business Competency Exam</td>
<td>50</td>
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<tr>
<td>Class and Team Participation (Peer Evaluation)</td>
<td>50</td>
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<tr>
<td><strong>Total Course Points</strong></td>
<td><strong>500</strong></td>
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*An in-class “Check Your Understanding” quiz on the Capstone simulation, administered through D2L, will provide a 15-point bonus opportunity.

Grading Scale (based on 500 points):

A = 450 points and above
B = 400 to 449 points
C = 350 to 399 points
D = 300 to 349 points
F = Less than 300 points

All written assignments must be typed and include titles, dates, and names. Assignments are considered late after the posted due date/ time. Late assignments carry a penalty of 10% per day, and will not be accepted after 5 days late. All assignments are to be submitted in soft copy (electronic) form, via D2L Dropbox.

The official course grade book will be maintained on D2L. The point scores earned at the end of the semester are absolute. With the inclusion of bonus points, there will be no “rounding up” to the next grade.
This is a graduate level MBA course. For every hour a student spends in class, there is an expectation that at least three hours will be spent outside of class.

**MGMT 6104 Strategic Management: Course Schedule**  
Summer 2015

<table>
<thead>
<tr>
<th>Dates</th>
<th>Agenda / Activities / Preparation</th>
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<tbody>
<tr>
<td><strong>SESSION ONE</strong></td>
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<tr>
<td>Saturday, May 30</td>
<td>□ Welcome</td>
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<tr>
<td>Classroom</td>
<td>□ Review Syllabus / Introduce Capstone Simulation</td>
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<td>□ Deliver Presentations / Select CEOs</td>
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<td>□ Prepare a one-minute oral presentation (without PowerPoint), making a case why your peers should select you as CEO of one of the Capstone simulation companies</td>
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<td>□ Bring your laptop to class to access the Web-based CEO selection ballot.</td>
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<td>□ Conduct Team Selection Interviews</td>
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<td>□ Bring seven copies of your resume to class</td>
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<td>□ Review Assignments (available on D2L on May 25)</td>
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<td>□ Print and bring to class the following documents:</td>
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<td></td>
<td>▪ Capstone Getting Started / Individual Rehearsal</td>
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<td>▪ Article Application Essays</td>
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<td>□ Issue Capstone Student Guides</td>
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<td>□ Conduct CEO Meeting: Team Selection (after class)</td>
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<td>Sunday, May 31 –</td>
<td>□ Complete Capstone Getting Started / Individual Rehearsal Assignment</td>
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<td>Friday, June 5</td>
<td>□ Complete Capstone Registration</td>
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<td>□ Complete the Introductory Lesson and Quiz</td>
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<td>□ Read the Student Team Guide / Review the Online Guide</td>
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<td>□ Complete the Rehearsal Tutorial</td>
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<td>□ Review the Form a Company Tab</td>
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<td>□ Complete the Situation Analysis</td>
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<td>□ Review the Pick a Strategy Tab</td>
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<td>□ <strong>Deadline for Submission: 11:00 p.m. Friday, June 5</strong></td>
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<td></td>
<td>□ Complete Application Essay Assignment 1 (What is Strategy?)</td>
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<td>□ <strong>Deadline for Submission: 8:00 a.m. Saturday, June 6</strong></td>
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<td><strong>SESSION TWO</strong></td>
<td>□ Submit Application Essay Assignment 1 via D2L</td>
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<tr>
<td>Saturday, June 6</td>
<td>□ Lecture: “What is Strategy”</td>
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<tr>
<td>Classroom</td>
<td>□ Print and bring note-taking guide to class</td>
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<td>□ Form Teams</td>
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<td>□ Review Roles and Expectations</td>
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<td>□ Discuss Insights from Situation Analysis</td>
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<td>□ Select Strategy</td>
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<td>□ Complete Team Decisions: Practice Round 1</td>
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<td>□ Process / Debrief Practice Round 1</td>
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<td>□ Discuss Plans for Collaboration between Classes</td>
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<td>□ Review Peer Evaluation Process</td>
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<td>□ Print and bring to class the document <strong>Peer Evaluation Instructions</strong></td>
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<tr>
<td>Dates</td>
<td>Agenda / Activities / Preparation</td>
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| Sunday, June 7 – Friday, June 12 | □ Team Decisions: Practice Round 2  
  ○ Note: HR module is available this round  
  ○ **Deadline for Submission:** 11:00 p.m. Wednesday, June 10  
  □ Review Practice Round 2 Results (Individually)  
  ○ Prepare functional insights / recommendations for team  
  □ Complete Peer Evaluation # 1 (available June 10)  
  ○ **Deadline:** 11:00 p.m. Thursday, June 11  

**SESSION THREE**  
Saturday, June 13  
Classroom

□ Return Graded Application Essay 1  
□ Complete “Check Your Understanding” Quiz (in class, bonus pts.)  
  ○ D2L: Laptop computers required  
□ Lecture: “What Do Strategic Leaders Do?”  
  ○ Print and bring note-taking guide to class  
□ Debrief Practice Round 2  
□ Discuss Peer Evaluations with Team Members  
□ Complete Team Decisions: Competition Round 1  
□ Process / Debrief Competition Round 1

Sunday, June 14 – Friday June 19  
□ Team Decisions: Competition Round 2  
  ○ HR module available this round  
  ○ **Deadline for Submission:** 11:00 p.m. Wednesday, June 17  
□ Review Competition Round 2 Results (Individually)  
  ○ Prepare functional insights / recommendations for team  
□ Complete Application Essay Assignment 2 (*Using the Balanced Scorecard*)  
  ○ **Deadline for Submission:** 8:00 a.m. Saturday, June 20  
□ Complete Peer Evaluation # 2 (available June 17)  
  ○ **Deadline:** 11:00 p.m. Thursday, June 18

**SESSION FOUR**  
Saturday, June 20  
Classroom

□ Submit Application Essay Assignment 2 via D2L  
□ Lecture: “External Analysis”  
  ○ Print and bring note-taking guide to class  
□ Debrief Competition Round 2  
□ Process Peer Evaluations with Team Members  
□ Complete Team Decisions: Competition Round 3  
□ Process / Debrief Competition Round 3

Sunday, June 21 – Friday, June 26  
□ Team Decisions: Competition Round 4  
  ○ TQM module available this round  
  ○ **Deadline for Submission:** 11:00 p.m. Wednesday, June 24  
□ Review Competition Round 4 Results (Individually)  
  ○ Prepare functional insights / recommendations for team

**SESSION FIVE**  
Saturday, June 27  
Classroom

□ Return Graded Application Essay 2  
□ Lecture: “Internal Analysis”  
  ○ Print and bring note-taking guide to class  
□ Debrief Competition Round 4  
□ Team Decisions: Competition Round 5  
□ Process / Debrief Competition Round 5  
□ Discuss “End Gaming”

*** Break: No Class Scheduled for July 4 ***
<table>
<thead>
<tr>
<th><strong>Dates</strong></th>
<th><strong>Agenda / Activities / Preparation</strong></th>
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</table>
| **Sunday, July 5**  
**Friday, July 10** | - Team Decisions: Competition Round 6  
  - Labor negotiation module available this round  
  - **Deadline for Submission:** 11:00 p.m. Wednesday, July 8  
- Review Competition Round 6 Results (Individually)  
  - Prepare functional insights / recommendations for team  
- Complete Peer Evaluation # 3 (available July 8)  
  - **Deadline:** 11:00 p.m. Thursday, July 9  
- Complete Application Essay Assignment 3 (your choice)  
  - **Deadline for Submission:** 8:00 a.m. Saturday, July 11  |
| **SESSION SIX**  
**Saturday, July 11**  
**Classroom** | - Submit Application Essay Assignment 3  
  - Include copy of article (if not from selection on D2L)  
- Lecture: “Tactics and Execution”  
  - Print and bring note-taking guide to class  
- Discuss Exam Preparation  
- Debrief Competition Round 6  
- Process Peer Evaluations with Team Members  
- Team Decisions: Competition Round 7  
- Process / Debrief Competition Round 7  
- Review Board Presentation Expectations  
  - Print and bring to class the document *Board Presentation Instructions*  |
| **Sunday, July 12**  
**Friday, July 17** | - Team Decisions: Competition Round 8  
  - **Deadline for Submission:** 11:00 p.m. Wednesday, July 15  
- Review Competition Round 8 Results  
- Prepare Ideas on Team Presentation Content and Design  
- Study for Exam  
- Listen to Audio-PPT Briefing on Comp-XM Exam (D2L->Assignments)  |
| **SESSION SEVEN**  
**Saturday, July 18**  
**Classroom** | - Return Graded Application Essay 3  
- Complete 6104 Course Exam (D2L)  
  - Based on class lectures plus *What is Strategy?* article  
  - Laptop computers required  
- Complete MBA / Career Exit Surveys  
  - Laptop computers required  
- Debrief Competition Round 8 / Award Team Points  
- Review Comp-XM Exam  
- Team Time: Board Presentation Preparation  |
| **Sunday, July 19**  
**Friday, July 24** | - Complete Comp-XM Exit Exam (self-paced – begin July 19)  
  - **Deadline:** 11:00 p.m. Friday, July 24  
- Complete Peer Evaluation # 4 (available July 22)  
  - **Deadline:** 11:00 p.m. Thursday, July 23  
- Complete Preparation and Rehearsal for Board Presentation  
- Complete and Print Peer Evaluation Scorecard  |
| **SESSION EIGHT**  
**Saturday, July 25**  
**Classroom** | - Submit Peer Evaluation Scorecard  
- Deliver Board Presentations  
- Debrief Course  
- Celebrate!  |

**Reminder:** Instructor and course evaluations available on the DUCK in July – watch for email from Provost’s office.