SYLLABUS
STRATEGIC MANAGEMENT 498
Fall 2015

Class Room: ASM 1070
Office hours: Wednesday 2:00 – 4:00 pm, Thursday 10:30-11 & 3:00-3:30pm and by appointment
Login: Class ID 10392261
Class Password: Mgt498-002

REQUIRED MATERIALS
Strategic Management in Action 6th Edition by Mary Coulter
BSG-Online Simulation ($44.95/student): http://www.bsg-online.com/

RECOMMENDED MATERIALS
In addition to the required readings, we will discuss many strategy topics from the business press. As such, to help you increase your knowledge of current strategy issues and topics, I recommend the following media and websites:

cceoexpress.com Great portal to access many other business periodicals
Fortune Bi-weekly periodical that covers U.S. and some international business issues
Business Week Weekly periodical that covers U.S. and some international business issues
Fast Company Monthly periodical that covers U.S. and international business issues
The Economist Weekly periodical that covers U.S. and international business and political issues
Wall Street Journal Daily periodical that covers U.S. and some international business issues

COURSE OBJECTIVES
Strategic Management is intended to be a challenging, exciting and applicable capstone course for the undergraduate curriculum. The primary objective of this course is to introduce the student to the analysis and formulation of strategic problems and decisions facing managers and leaders. This class will focus on the assessment, creation and implementation of business strategy. The diagnosis of business problems is only a small component of a successful competitive strategy. Making a particular strategy work, for a specific firm in a specific market, is a critical and underemphasized element of strategic management. You will
be encouraged and challenged to think about the implementation of any prospective strategies and to evaluate the economic and ethical implications of these strategies for company stakeholders. To this end, we will present material from the textbook, discuss current issues facing managers, and assess the creation and implementation of strategic decisions through the use of a simulation.

Another object of this course is to improve your written and oral communication skills and your teamwork skills. Contemporary managers are valued not only for their skills at technical analysis and problem solving, but also for their ability to communicate their solutions, persuade others of the viability of their insights and construct creative solutions in a group context.

The material in this course is designed to keep your interest and attention. In my mind, the process of creating, implementing and evaluating strategies make this class interesting to take and fun to teach. I hope this course will be the best you have ever had and that it will be instrumental in helping to make you more successful in your career and more knowledgeable about successful management.

COURSE REQUIREMENTS

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1 (chs. 1, 2, 3, &amp; 4)</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2 (cumulative)</td>
<td>150</td>
</tr>
<tr>
<td>Quizzes</td>
<td>60</td>
</tr>
<tr>
<td>Simulation</td>
<td>250</td>
</tr>
<tr>
<td>Current event presentation</td>
<td>120</td>
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<tr>
<td>Current event report</td>
<td>120</td>
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<tr>
<td>Peer Evaluations</td>
<td>100</td>
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<tr>
<td>Participation</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
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GRADING SCALE

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<th>Percentage</th>
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<tr>
<td>895-1000</td>
<td>89.5-100%</td>
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</tr>
<tr>
<td>795-894</td>
<td>79.5-89.4%</td>
<td>B</td>
</tr>
<tr>
<td>695-794</td>
<td>69.5-79.4%</td>
<td>C</td>
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<tr>
<td>600-694</td>
<td>60-69.4%</td>
<td>D</td>
</tr>
<tr>
<td>Less than 600</td>
<td>Less than 60%</td>
<td>F</td>
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DESCRIPTION OF COURSE REQUIREMENTS

PROFESSIONALISM

It is expected you will respect others by not using communication devices during the class period and not talking while someone else is presenting or offering in-class discussion. Disrespectful or unprofessional behavior will result in a loss of points to your participation grade.
ASM is committed to deterring the corrosive force of academic dishonesty. Along with the
cconduct described in the Student Handbook, the ASM Academic Honesty Task Force has
identified specific actions and requirements involving any academic dishonesty. Any violation
of the Student Code of Conduct will result in the appropriate sanctions being applied.
Violations include: plagiarism, exam misconduct, disrespectful or inappropriate behavior, etc.
Please refer to the UNM Pathfinder and read the ASM Academic Honesty policy for additional
information: http://www.mgt.unm.edu/honesty/

Written assignments should be word-processed, double-spaced, page numbers on the bottom,
with reasonable fonts and margins (12 point font, 1 inch margins). Unless otherwise stated in
class, assignments should be turned in via Turnitin. Keep a back-up copy and maintain proof
of submission when submitting assignments online. Assignments are due by the beginning of
class time which means they should be posted on Turnitin by the time we start class on the
due date. To register for Turnitin (required in order to turn in assignments for this class), go to
https://www.turnitin.com/static/training/student.php and complete the student training. Our
class information is at the top of the syllabus.

NOTE: Late assignments will not be accepted.

EXAMS
The exams include everything written in the book, presented in class, and on the class notes
(even if it is not covered in class). Exams are a combination of multiple choice and short
answer questions.

NOTE: No makeup exams will be given except where documented emergency, documented
illness or university approved absence dictates.

SIMULATION
Each group will be required to simulate an executive team making strategic decisions for an
athletic footwear company that produces and markets both branded and private-label footwear
and competes head-to-head against footwear companies run by other members of the class.
Each week that simulation decisions are due, groups will need to log in and input their
decisions on each of 10 decision screens. Simulation decisions should be completed as a
group.

Simulation Quizzes: There will be two quizzes about the simulation. The quizzes should be
completed through the simulation website. Quiz deadlines are one week after the quiz is made
available but the quiz may be completed at any point during that week. The first quiz will be
available after the first practice round. The first quiz covers the content of the participants
guide. You will have 45 minutes to complete the quiz after you access it. The second quiz will
be available after the 3rd round of decisions. The second quiz covers industry and competitive
intelligence reports and the different strategic options available for improving your company’s
performance. You will have 90 minutes to complete the quiz after you access it.

CURRENT EVENTS
Each group will be required to provide two analyses of two separate current events in order to
demonstrate the group’s ability to apply the knowledge learned in class to real world situations.
Groups must choose a separate popular business press article for each assignment. The
articles must be written after July 2015.
Current Event Presentation: Each group will present (in verbal form) a presentation on a popular business press article that deals with ONLY 2 specific topics discussed in class. The verbal presentation should be 10-12 minutes in length, not including questions. The article must be turned in to the instructor at least one week before it is to be presented. No two groups may present on the same article. The presentation should include all the components outlined in the assignments template posted on the course website. Each group member is expected to participate during the presentation, either through presenting the article directly or answering questions after the presentation. The presentation should include all the components outlined in the assignments template posted on the course website.

Current Event Report: Each group will write a report on a popular business press article that deals with ONLY 2 specific topics discussed in class. The article must be turned in to the instructor at least one month before it is due. No two groups may report on the same article. The report should include all the components outlined in the assignments template posted on the course website. Each group member is expected to participate in writing the report. The report should include all the components outlined in the assignments template posted on the course website.

PEER EVALUATIONS
Because such a large portion of the class is determined by group projects, peer evaluations will be used in determining your final grade. In addition, any group member who does not contribute an equitable amount of time and effort to the group projects may be fired from the group at any time prior to the 12th week of class. For a group member to be fired, the remaining group members must unanimously agree to the decision. If a group feels that a certain member deserves to be fired, that group may present their decision to the instructor, we will then all meet with the negligent group member and discuss the course of action. If a group member is fired, it will result in the loss of one letter grade and he or she will have to do an individual project consisting of the same or more amount of work than the original project.

PARTICIPATION
True learning can only be achieved if each student is actively participating. To stimulate participation, class contribution will count toward the final grade in the following ways:

Discussion: As members of any organization, you will be expected to contribute knowledge, ideas, and solutions to your colleagues. To better prepare you to speak in business situations, you will be expected to contribute to class discussions. This includes answering questions posed by the instructor, contributing to discussions of in-class activities, or asking questions of your peers when they are presenting. You are also able to lose points due to inappropriate or rude behavior during class or peer presentations. Discussion points cannot be made up but are averaged over the entire semester.

Attendance: Since class meets only once a week, attendance is extremely important; it is your chance to ask questions, learn from the other students, and integrate the material in the course. While attendance is not required (meaning you don’t have to attend class in order to pass the class), it is strongly encouraged that you attend every class meeting and you cannot earn discussion points if you are not in class.

ACCOMODATIONS
If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me prior to the second week of class so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats. Appropriate documentation is required. For further questions, please refer to the Student handbook policy: http://policy.unm.edu/university-policies/2000/2310.html

For help with problems that are not considered qualified disabilities, please contact Agora Crises Center at 277.3013 or agora@unm.edu. This center is provided as an all-issue help line that can help students dealing with a number of academic struggles.

TENTATIVE COURSE OUTLINE

ASSIGNMENT DUE DATES

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>August 27</td>
<td>Form Groups</td>
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<tr>
<td>Oct 1</td>
<td>Exam 1</td>
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<tr>
<td>Oct 15</td>
<td>Simulation Begins</td>
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<tr>
<td>Oct 15 – Nov 19</td>
<td>Current Event Presentations</td>
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<tr>
<td>Dec 3</td>
<td>Exam 2</td>
</tr>
<tr>
<td>Dec 10</td>
<td>Current Event Report Due</td>
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LECTURES AND SIMULATION DEADLINES

Aug 20        THE IMPORTANCE OF STRATEGY/GROUPS/INTRODUCTIONS
Aug 27        INTRODUCTION TO STRATEGY
                Chapter 1
Sept 3        CONTEXT OF MANAGING STRATEGICALLY
                Chapter 2
Sept 10       EXTERNAL ANALYSIS
                Chapter 3
                Simulation Practice Round 1 Decisions Due
Sept 17       INTERNAL ANALYSIS
                Chapters 4
                Simulation Practice Round 2 Decisions Due
Sept 24       WRAP UP AND REVIEW
Oct 1         EXAM 1 (strategic context, internal and external analysis, functional strategies)
Oct 8         FALL BREAK – NO CLASS
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Chapter(s)</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Oct 15</td>
<td>FUNCTIONAL STRATEGIES</td>
<td>Chapter 5</td>
<td>Simulation Round 1 Decisions Due</td>
</tr>
<tr>
<td>Oct 22</td>
<td>COMPETITIVE STRATEGIES</td>
<td>Chapter 5</td>
<td>Simulation Round 2 Decisions Due</td>
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<td>Oct 29</td>
<td>COMPETITIVE STRATEGIES</td>
<td>Chapter 5</td>
<td>Simulation Round 3 Decisions Due</td>
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<td>Nov 5</td>
<td>CORPORATE STRATEGIES</td>
<td>Chapter 6</td>
<td>Simulation Round 4 Decisions Due</td>
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<td>Nov 12</td>
<td>CORPORATE STRATEGIES</td>
<td>Chapter 6&amp;7</td>
<td>Simulation Round 5 Decisions Due</td>
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<tr>
<td>Nov 19</td>
<td>WRAP UP AND REVIEW</td>
<td></td>
<td>Simulation Round 6 Decisions Due</td>
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<tr>
<td>Nov 26</td>
<td>THANKSGIVING BREAK – NO CLASS</td>
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<tr>
<td>Dec 3</td>
<td>EXAM 2 (comprehensive)</td>
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<tr>
<td>Dec 10</td>
<td>Current Event Report Due</td>
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