

Fall 2015

MANG 6480

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University of New Orleans

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Management 6480: Seminar in Business Policies/Strategic Management
Mon 18-2045 KH209; Tues 18-2045 KH224.

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See directions below concerning Subj: line requirements and SPAM
Web page: <http://fs.uno.edu/ebrocka> you are EXPECTED to check the [Current Info](#) page between classes for time sensitive information. Read the Frequently Asked Questions ([FAQ](#)) section to answer many of your questions. All class documents can be found in the section under your class number. General reference information is posted in the Common section.

Office Hours: Before/after class and most times through prior arrangement—use e-mail for appointments. Officially: 16-1800 Mon, Tue, Wed.

Required Texts:

(Optional but strongly suggested) Dess, Lumpkin, and Eisner (2012). Strategic Management: Creating Competitive Advantage, 4th 5th or 6th editions. Boston, MA: McGraw Hill-Irwin. (ISBN for 6th ed: 978-0-07-743956-9)

(Required) BSG registration on-line at <http://www.BSG-Online.com> AFTER first class meeting.

COURSE GOAL: This course is viewed as a capstone course in business administration curricula. In this course you are expected to use those skills and concepts mastered during your education to analyze business problems and suggest possible solutions or options. LEARNING OUTCOME: Unlike most courses, you will be required to think and justify your thought process. A simulation will be used for evaluating critical thinking. Prerequisites: N/A, Final semester.

Specific objectives: Upon completion of this course, the student should be able to:

1. Develop and evaluate a strategic plan as the basis for a business plan.
 2. Use an integrative analysis approach to problem solving that incorporates internal and external environmental scanning for making ethical decisions in an international setting.
 3. Through critical thinking, make recommendations in case studies based on analyses using business theories and principles of strategic management.
 4. Manage an international manufacturing company in a simulated competitive environment through the use of a computer simulation.
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Course Policies: The following are abridged policies and information. You are responsible for reading the verbose versions on my web site. These documents will guide you through the conduct of this course.

Attendance and Late Assignments: If you really wanted to attend, you'd be here. Therefore, be here, ON TIME, and contribute. All dated assignments assume the time to be the BEGINNING of class or the end of the University of New Orleans work day (i.e., 1630) if not on a scheduled class day unless otherwise noted.

Communication: Due to the proliferation of SPAM, it is imperative that you follow the directions presented later so that the communications will work.

Simulation: Semester long team project with periodic activities. You will manage an international manufacturing company and be responsible for its performance. Your grade will be based on your understanding and application of the Strategic Management tools we will discuss. Details are provided in a separate document.

Class discussion/Seminar Participation: During the latter half of the semester, each week, one team will illustrate a topic area with a company of its choice. The topic areas will correspond with those covered in team papers as detailed in the simulation guidelines document. The other teams will critique/correct the application of the tools as directed by me. I will approve the companies selected early in the semester so that you have time to gather the information.

Tests: Two exams will be administered on dates found in the assignment schedule. The format will be provided later.

Professionalism: Respect others' opinions. Concentrate on the issue and not the person. Be settled into your seat at the beginning of the class—I normally start on time. Turn off cell phones/pagers/etc. or at the very least put them in quiet mode. Those persons interrupting class will be responsible for supplying the refreshments during the presentations at the end of the semester. If the interruption continues, you will be asked to leave.

Professionalism also applies to submissions (e.g., grammar, spelling, format) as well as following directions—Points will be deducted from grades or fines levied in the simulation for inattention to directions. Everything should be double spaced, one-inch margins, and at least 11 point font. Don't try to 'fit' your submission to the page lengths by using a small font or narrow margins.

Grade Apportionment: You assign team member expectations and inform me of contribution towards completing group goals. By default, all team members will receive the same grade.

Assignment Schedule: I will attempt to adhere as close as possible to the schedule provided. Any changes will be discussed in class and then posted on my [Current Info](#) web page I am open to making adjustments to meet class needs. I will avoid all attempts to move a scheduled test date. Everything else is open for discussion.

Evaluation Procedure: Your final grade will be based on both individual and group assignments as delineated at the end of this document. Although this is not an English class per se, you do have to communicate effectively. Therefore, all submissions are expected to conform to general business grammar and will be penalized to excessive misspellings and grammatical errors. Therefore, use all avenues available to you such as the Learning Resource Center and spelling/grammar checkers in word processors.

See Syllabus attachment on my web page for other university policies required by the Administration.

Communications:

All assignments are to be submitted via e-mail as attachments in Office format. When submitting Team assignments, please comply with the following in all emails you send to me:

- ✓ Preface ALL **subject lines** with your ***Industry Number And Team Letter***. Then make your subject line applicable.
 - e.g., "3A BSG Branded Sales".
- ✓ Preface ALL **file names** for attachments with your ***Industry Number And Team Letter***
 - e.g., "3A P-Stg.doc"
- ✓ When submitting Team assignments, make sure you ***CC all other team members***. That way everyone knows what got submitted and all will receive my responses at the same time.
 - **Failure to follow the above directions will result in points lost for the submission.**
- ✓ Ask short questions.
- ✓ Ask one question at a time or separate different questions into paragraphs.
- ✓ Use plain English and write in complete sentences.
- ✓ Close your message with your full name.

All emails that follow the protocol above will be answered promptly.

All emails that fail to follow the protocol may be Misplaced, Misunderstood, or IGNORED. Ill-formatted messages (if read at all) will be returned so that you can put them in the correct format.

Attendance and Late Assignments:

One of the major benefits of this class is the chance to participate in the discussion and exchange of ideas on the various business cases and simulation sessions we will evaluate. Consequently, participation will be monitored so that those who contribute in class ***intelligently*** may be rewarded for doing so.

If you do not attend class, you cannot receive participation credit for that class session. Don't even bother asking for a chance to make up for such a miss. If I were willing to negotiate, I would state so here. I understand that there may be times when you must miss class (such as for work/family commitments)—such a choice is an example of a strategic decision. You have to set your own priorities. However, I have to assume that since you spent money to attend this class, you have the intention of attending. And, if you really wanted to be here **ON TIME**, you would.

In order for you to make up an exam, you must give me a written note (e-mail is acceptable) explaining your absence at least a day **PRIOR** to the exam. Telling me in class or over the phone will not be sufficient. **If it isn't on file, the absence is not excused.** I will work with you to have you complete the exam earlier than the scheduled date. Waiting until after the scheduled date penalizes the rest of the class because they must wait for you. Very few circumstances will qualify you to make up an exam after the fact and will be judged on a case by case basis.

I accept your word as to the circumstances of the absence. However, you should remember that I file these excuses, and that any misrepresentation of the facts are violations of the student code of conduct of the University of New Orleans, and will be dealt with accordingly.

Written excuses for assignments other than exams are unnecessary because they can not be made up and will be penalized a letter grade for each class session that passes before the assignment is received by me.

Therefore, plan ahead.

Class/Case discussion:

Periodically, you will be assigned to answer questions designed to apply the current theoretical topic of discussion to a practical situation. This situation may be an actual company mentioned/described in the text book, the popular press, or an article provided separately by me. The reading assignment and the questions to be addressed will be made in a class session prior to their expected completion. You are to have read and analyzed the assigned document before class starts.

I will select discussants at random when we begin the discussion. If you are selected, you will then be expected to demonstrate knowledge of the assignment and apply the applicable theory to the practical situation. Since completion of this assignment is part of your participation grade and you must be present in order to participate, make up analyses WILL NOT be accepted.

This assignment will be graded on your awareness of the assignment, the understanding of the topic, and the application of the theory to practice.

There is no formal presentation desired nor is there anything to turn in for this assignment. You simply need to come to class ready to talk intelligently.

Simulation:

You will be self-formed into teams. Each team will represent the top management team of a hypothetical company. The team will be responsible for making appropriate management decisions in a competitive environment on a periodic basis.

Each team is also responsible for written reports on the initial strategic plan and the interim situation analyses and a final oral presentation on the activities of your company. These reports will conform to professional standards with regard to style and format. Specific guidelines for the reports and presentation are provided separately.

You are highly encouraged to review problems experienced by teams from earlier submissions. Obviously, these are areas that I look at when reviewing the submissions. Therefore, it is virtually guaranteed that you will lose points if you make one of these similar mistakes.

Grade Apportionment:

The positive contributions from team synergy to performance far outweigh the negatives associated with interpersonal issues on teams. However, there are always issues to be resolved whenever people work together and it's hard to satisfy everyone. What follows is my attempt to interject some proactive management on your parts.

When turning in team assignments, the TEAM will apportion points on a 100% scale to each team member of the group based on individual **contribution**. An Apportionment Form must accompany each team product. The form and an example are on my web site.

The members of your team will evaluate you and you will evaluate them as to accomplishment of expectations as set out at the beginning of any project. As with any team assignment, situations might arise where a team member does not carry his or her share of the workload and should not, therefore, benefit equally. This may be a conscious decision on any member's part if agreed to by the entire team at the BEGINNING of the project.

It is perfectly acceptable for a member to agree to receive less than an equal share if he or she arranges with the team to do less on a certain project. This decision may be based on allocation of labor where the individual may make up the work on one project by agreeing to do more than average on another. Or, a person's personal situation may preclude equitable contribution. Regardless of the reason for inequity, the Grade Apportionment forms will be used in an attempt to apportion points awarded for the team members' individual contribution on group efforts in an equitable manner.

During the conduct of a team project, an individual may not perform appropriately—defined as the agreed upon standards at the beginning of the work. Worse yet, a member may prevent the other team members from making reasonable progress. Should either of these situations occur, the offending team member must be informed in writing by the rest of the team of his/her inappropriate behavior. I must approve the content of this document BEFORE it is given to the offender. If the inappropriate behavior is not corrected, the offender may be “fired” from the team.

Since the Simulation does not lend itself to changes in team structure easily, a “very difficult” research paper will be substituted for the Simulation portion of the grade. Alternatively, a member who is fired from one team may try to join another team by agreeing to contribute some of his/her points to the other members as a gesture of good faith. Acceptance of such a deal is up to the receiving team with me retaining veto power.

I have found this process to be the most equitable method for avoiding team conflict and for apportioning grades for teamwork.

HOWEVER: In order for this process to work, YOU MUST:

- 1. agree on expectations EARLY!!!**
- 2. be willing to confront inappropriate behavior; and,**
- 3. NOT surprise someone after the work is done.**

These criteria are a fact of life in any manager’s job expectations.

Finally, know that you are NOT assigning grades to each other—that’s my job. Therefore, your evaluation is to be based on contribution and to a lesser extent on quality.

Assignment Schedule:

The normal conduct of each class session will be: Start on time with the new material to be covered. I use PowerPoint slides during this discussion. These slides are available in your applicable sub directory of my Home web page. Each PowerPoint file is named according to the lecture topic being discussed and is preceded by a number. These numbers correspond to the numbers listed in the 'Slides' section of the Assignment Schedule and are not meant to imply anything further; such as chapter number. They are for my tracking purposes only.

In addition to the slide shows, the assignment schedule lists the section of the reading material applicable to the topic. This listing may come from an optional text book or other reading material I may assign. The schedule also shows whether or not there will be an assigned case for discussion as listed above, a simulation decision to be made, and the due dates for assignments.

Evaluation Procedure:

You will be responsible for everything in the assigned sections of the text and the information discussed in class. However, you will not be tested on the Case assignments or the Simulation directly. By directly I mean that you do not need to remember the particulars of these topics. However, I may use them as background when setting the stage for asking a question. Likewise, you may use them as examples to illustrate your answer.

Final grades will be based on the chart below.

You can check your grades periodically on the [Grades](#) page on my web site. I normally use the last four digits of your Student ID# (NOT your SSN) for identification. This allows for at least some anonymity while still protecting your personal data. However, if you would prefer that I use another identifying number instead, please provide it to me in an e-mail message. The required format will be a four digit alphanumeric with at least one number and at least one letter (e.g., 1B23, 6M3Z, R5TQ, etc.)

Quiz(zes)	10%
Cases/Participation	5%
Simulation:	30%
Perspective Strategy (P-Stg) (5%)	
Directional Strategy (DR) (5%)	
SWOT/SCA/BLS (SWOT) (10%)	
Industry Attractiveness (Att) (10%)	
Extra credit-see FAQ	
Mid Term Exam	35%
Final exam	20%

Grade Scale:	
A	90-100
B	80-89
C	70-79
D	60-69
F	<59

Checklist for the beginning of class:

1. Find my web site <http://fs.uno.edu/ebroockma>.
2. Find the directory on my web site containing the documents for your class. Normally, this directory will have the same name as your class number.
3. Find and read the Syllabus (at least the communications requirements so you can ask questions) and Class Schedule (so you know where to look to find out when things are due).
4. Find and read the Current Info Web Page <http://fs.uno.edu/ebroockma/Current%20Information.docx> on my web site. Make a bookmark for the page, as you should refer to it frequently.
5. Find the Common directory on my web site and note its contents.
6. Find and read the FAQ web page on my web site.
7. Find the Grades page and check for your listing by the last 4 digits of your STUDENT ID number (NOT your SSN)--if you're listed here, you're listed in WebStars.
8. Find the Simulation Scoring page labeled "BSG" on the Navigation bar.
9. Know your team members. Exchange contact information.
10. Know your team letter—decided on in class—and the corresponding COMPANY REGISTRATION code for the simulation—see Current Info Web Page.
11. Find the simulation's web page <http://www.BSG-online.com>
12. Find and read the Simulation Guidelines document and note the requirements for each topical area corresponding to the grading criteria and assignment schedule. At least know where the document is located.
13. If you're planning on using your own computer for the simulation, read the system requirements on the Corporate Lobby page of the simulation web site.
14. Register for the simulation on line--Use the PAYMENT code that came w/ your book or have a credit card ready. Use an e-mail address that you will monitor through the course of the semester.
15. Sign on to the simulation. If you are on your own computer, make a bookmark for the Corporate Lobby page, as you will be referring to it frequently.
16. Print out, read the Player's Guide from the simulation web site, and find out how to start the simulation so that you can make your decision entries. This guide is the basis for Quiz #1.
17. Print out and read the Recommended Decision Procedures.
18. Read the Navigating BSG Online section on the simulation web site.
19. Start the simulation by selecting Decisions and Reports and sign on so that you can start making your decision entries.
20. Review all the pages (9) where entries can be made for the simulation and the Help documents associated with each decision entry page.
21. Review the Footwear Industry Report (FIR) (7 pages) and associated Help screens. Quiz #2 is based on analyzing the FIR and the following reports.
22. Review the Competitive Intelligence Report-Market Summary and associated Help screens.
23. Review the Competitive Intelligence Report-Company Analysis and associated Help screens.
24. Review your specific company's Company Reports (4 pages) and associated Help screens.
25. Review the 3-year Strategic Plan and its associated Help screens.
26. Exit from the decision entry program and return to the first screen for the simulation-Your Corporate Lobby.
27. Review the decision schedule on the Corporate Lobby web site also noting the quiz and evaluation dates. Do not start the quizzes until you are ready to complete them—you're allowed one try only.
28. Be mindful of the requirements for the P-Stg (see Simulation Guidelines document) when you are making your practice decision(s) and particularly before you make your first real decision.