



COURSE SYLLABUS – MGT 465
Strategic Management (3 credit hours) CRN 20156, SEC 30
Tuesday 4:00pm-6:30pm – HEC
Spring 2019

Instructor Contact Information

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Office Hours:

Monday 12:00pm-2:00pm
 Tuesday and Thursday 10:00am-11:00am,
 2:00pm-3:00pm
 Wednesday and Friday by appt only

Inclement weather schedule:

www.concord.edu/emergency-alerts

Sign up for emergency text messages:

<http://sms.concord.edu>

Mission: The Mission of the Business Administration degree program at Concord University is to transform our students into competent and responsible business leaders through high quality teaching and personalized advising, while stimulating their academic and service zeal within the context of Concord's strong liberal arts tradition. Business faculty engage in active research and service to ensure that our graduates are ready to take on the challenges of the business world or to pursue rigorous graduate education.

Text, Materials, and Technology Required

- Strategic Management: Creating Competitive Advantage (7th Edition), Dess, Lumpkin, Eisner, and McNamara. McGraw-Hill, ISBN# 978-07-786252-7
- Blackboard
- CapSim
- Microsoft Excel, Word, & PowerPoint

Prerequisites:

Completion of the Business Core, exceptions are MGT 430 and BGEN 440, which can be taken simultaneously with the course.

Catalog Description: An examination of the managerial decisions and actions that determine the long-term performance of a corporation. Emphasizes the evaluation of environmental opportunities and constraints in light of a corporation's internal strengths and weaknesses. Emphasis is placed on integrating previous coursework into meaningful corporate, business, and functional strategies. Students should plan to take this course in the last semester of their graduating year. Note: This course is restricted to students who have been accepted into a business student status or who are in Concord academic

programs that have made prior arrangements to include these courses in their curriculum requirements.

Concord University Educational Goal(s)

Provide all students in the business program with a fundamental knowledge of the knowledge and skills related to developing and implementing strategies to successfully manage firms in a competitive environment.

Learning Outcomes:

Overall Goal: Students will be able to explain how to successfully manage a business in a competitive Environment.

They should be able to demonstrate this through two distinct sets of activities:

1. For a real firm
 - Students will join into groups, select an industry, and then each group member will select a firm within that industry
 - Individuals will conduct research on their firm and industry and respond to prompts asking them to evaluate the firm's situation and / or make recommendations regarding what the firm could do in the future to maintain /improve its performance
 - The issues with relying solely on this approach are two-fold.
 - First, much of the information and insight related to company situations and decisions is non-public which limits the ability to fully explore the issues
 - Second, this approach does not provide any "hands on" experience in operating a business in a competitive environment.
2. Simulated business environment (CapSim)
 - Each student will assume the role of CEO or their own firm and compete against firms operated by other students and by computers.
 - Students will be expected to:
 - Explain the operations of the firm they are leading, the decisions to be made, the cost, benefit and consequences of those decisions, and how they are executed.
 - Explain the expectations of their shareholders as reflected in balanced scorecard metrics, discuss the trade-offs implied by these metrics, calculate and monitor their performance against these metrics, and discuss decisions they have made in the context of these metrics
 - Explain the specific preferences of their different customer segments and what this entails about what they must do in order to be competitive in each segment.
 - Explain the strategies available to them to compete with other firms for customers, what each strategy entails about how they would approach each customer segment and the likely outcome from taking the prescribed approach for a given segment.
 - Describe the strategies employed by competitors in your industry and how those are reflected in publicly available information.
 - Decide on a strategy for their business; explain the strategy and what that entails about how they will approach each customer segment, and describe how they believe the strategy will perform with respect to the balanced scorecard.
 - Execute their strategy, be prepared to discuss the lessons learned from executing the strategy, and modify the strategy as appropriate in light of changes in the competitive environment.

In the process, students can expect to develop the following Soft skills:

- Independently research history, current news and financial information for public firms to gather information on their customers and products, industries and competitors, and challenges and strategies.

- Develop cause & effect hypotheses related how certain strategies and tactics will benefit firms and defend those hypotheses.
- Work well with others in a group effort, in whatever capacity best serves the group.
- Effectively explain the rationale underlying strategic decision-making methods in your own words so that those who are not familiar with the concepts are able to understand them.

Course Requirements:

I teach the class using a Flipped Classroom teaching approach. The primary requirement for this approach to succeed is that students properly prepare in advance of each class. Information regarding required preparations will be posted on Blackboard at least two school days prior to class. It is the responsibility of each student to check Blackboard regularly, and prepare properly for class. If a student has issues that are preventing them from preparing properly or from participating in class, it is that student's responsibility to notify me of the issue at least 1 school day prior to class so that I can help resolve the issue if possible. I will regularly assess each student's preparedness for class and participation in class activities, and will consider this in determining a final class participation grade.

Course Assessments will include:

Quiz on product & business level strategies (Ch. 2, 3, 5)	12pts
Quiz on alternative strategic contexts (diversification, international, entrepreneurial) (Ch. 6,7,8)	12 pts
ETS Exam	6 pts
Pros/Cons	2.86 pts
2 Debrief Checklists	2.86 pts each
Competitor analysis	2.86 pts
Self Strategy	2.86 pts
Jet Blue w/ discussion	2.86 pts
Discussion questions	2.86 pts
Discussion questions / case study	5 pts
2 practice quizzes for CompXM	5 pts each
Practice Simulations + 2 brief presentation (5 points each)	5 pts each
Competition Simulation + 1 brief presentation	15 pts
CompXM	10 pts
Total	100 points

NOTE: I will regularly assess not only attendance but adequate preparation to contribute to the class. Students who do not attend and have not made acceptable prior arrangements with me will not receive any points for that day as class activities cannot be made-up unless arrangements have been made prior to the absence.

Method of Evaluation

A point system will be utilized to configure grades with a total of **100 possible points**. The grading point

scale to be used is as follows:

<u>GRADING SCALE:</u>		
A = 90 – 100%	90 – 100 Points	Track your points and you can easily determine your grade at any time!
B = 80 – 89%	80 – 89 Points	
C = 70 – 79%	70 – 79 Points	
D = 60 – 69%	60 – 69 Points	
F = Below 60%	59 and below	

While I encourage students to collaborate in discussing concepts and preparing for class, I still expect each student to do their own work in completing assessments. If I find a student to have plagiarized the work of others on an assessment, the student will receive an automatic F in the course. Similarly, if I find that a student has assisted another student in plagiarizing on an assessment that student will receive an automatic F in the course. I will post due dates for assessments to Blackboard at least one week in advance of the due date of the assessment, including a date and time. I will accept late submissions with no consequence if the student has made acceptable prior arrangements with me prior to the due date for an excused absence. Otherwise, I will not accept late work. In general, I do not allow “make-up” work. If a student fails to submit an assessment, they will simply receive no points for the assessment, with no option to make up the grade through some other task, assignment or assessment.

Course Timeline (Schedule of Assignments/Assessments/Presentations):

I anticipate that Assessments will be due as follows:

Week 1 – Overview of Syllabus, capsim, class expectations, etc.

Week 2 – Overview of Capsim

Week 3 – Practice Simulation 1 Begins

Week 4 - Capsim

Week 5 – Quiz on product & business level strategies (Ch. 2, 3, 5) – due on Blackboard

Week 6 – CompXM Practice Quiz 1

Week 6-7 – Practice Simulation Presentation 1

Week 7 – Practice Simulation 2 Begins

Week 8 – Capsim

Week 9 – Quiz on alternative strategic (Ch. 6,7,8)

Week 10 – CompXM Practice Quiz 2

Week 10-11 – Practice Simulation Presentation 2

Week 12 – Competition Simulation Begins

Week 13 – Capsim

Week 14-15 – Competition Simulation Presentation

ETS Exam (date/location will be announced)

Week 16 – CompXM exam (final)

In addition to these assessments, student will be responsible for completing weekly activities in the CapSim on-line business simulation every week from week 3-14.

Additional assignments that will be completed as assigned in class as the instructor assigns them:

Pros/Cons
 2 Debrief Checklists
 Competitor analysis
 Self Strategy
 Jet Blue w/ discussion
 Discussion questions

*I reserve the right to modify this schedule as circumstances dictate over the course of the semester

Instructor's Classroom Management Policies

The Learning Environment – An orderly classroom is essential to teaching and learning, and respect for all students and the instructor is expected. In order to maintain a productive learning environment, it is requested that each student in this course follow and maintain the classroom policies as outlined below.

Attendance and Make-up Work -- In order for students to complete assignments and to actively and effectively learn the course content presented, consistent class attendance is essential. Roll will be taken at the beginning of each class meeting.

- If you are absent, a **valid (University) excuse** must be presented within one week of the absence or the absence will be considered unexcused and any work missed will be graded as zero. In addition to university-excused absences and medically excused absences, I will work with each individual student to determine what is determined as an excused or unexcused absence.
- If you are absent from class and the absence is EXCUSED, you will have **one week** from the absence to submit makeup work – this also includes making up a missed exam. It is the student's responsibility to contact the instructor for the missed assignment/homework.
- Students who miss exams without my prior knowledge and who do not have a valid excuse, will not be considered to makeup the missed exam.
- **It is the student's responsibility to complete work assigned, to obtain notes and instructions missed during an absence.**
- **Assignments:** All homework assignments will be due at the **beginning** of the assigned class or on Blackboard per the professor's instructions. Emailed assignments will not be accepted. I prefer that homework assignment be typed but on occasion will take a hand written assignment if completed in class. When submitted, assignment and/homework must include your name, the due date, the chapter and assignment name.
- **Late Assignments:** In order to be fair to students who get their assignments in on time and to keep my schedule, **NO** late work will be accepted. The only exception will be if you have a University approved excuse. If you have a University approved excuse, you will have one week from the original due date to submit the assignment.

Tardiness and Leaving Class-- The class will begin promptly at 4:00pm. The class atmosphere is disrupted by tardy students and by students who excuse themselves during class. Consistent tardiness or leaving the classroom early may result in an instructor withdrawal from the course. This is considered disruptive behavior and is identified in the catalog as a reason for instructor withdrawal.

General policies for maintaining a productive learning environment

- **Please keep all cell phones on silent during class.**

- Laptops in class are permitted, in fact, encouraged to facilitate better note taking and completion of work. However, individuals who are using their laptops for other activities rather than what is directly related to class **will be asked to NOT bring their laptops to future class sessions.**
- Students who disturb the learning environment by talking, whispering, laughing, making motions to fellow students, ignoring the computer laboratory rules, placing their feet on desks, sleeping, or other types of nuisances, are a distraction not only to the instructor but to their fellow students, and will be corrected.

Department of Business and RTM-- General Expectations of Students

All students seeking a Business Administration degree will have an attitude and demeanor that demonstrates a real commitment to the learning process. You will adhere to the expectations developed by the Division Faculty while in class and while representing the Department of Business and RTM and Concord University. A complete list of these expectations can be found displayed on Department bulletin boards and the website -- <http://www.concord.edu/business/>

Accessibility/Accommodations

Concord University is committed to responding to the needs of students with disabilities as defined by the Americans with Disabilities Act. Please inform your instructor at the beginning of the class semester if you have a disability and are requesting accommodations. It is your responsibility to self-disclose that you are requesting accommodations. The University and instructor will provide you with a reasonable accommodation. You should register with CU's Disability Services Office, located in the Athens campus Jerry and Jean Beasley Student Center, Bottom Floor, across from the Campus Post Office. The Disability Services Office phone is 304-384-6086 or you can email the Director, Nancy Ellison, at nellison@concord.edu for assistance.

Academic Dishonesty

Academic dishonesty is morally unacceptable as well as destructive to the learning and teaching atmosphere. Academic dishonesty includes the giving or receiving of improper help on examinations or assignments, falsifying documents, and plagiarism (the act of stealing and using, as one's own, the ideas or the expression of the ideas of another). Such dishonesty can lead to a variety of penalties — including but not limited to failure of assignment, failure of course, loss of institutional privileges, or dismissal from the University. (See University Catalog Academic Policies and Procedures.)

Concord University Honor Code

A Concord University Honor Code was approved by students, staff, faculty, administration, and the CU Board of Governors. The Code states:

"As a member of the Concord University Community I will act with honesty and integrity in accordance with our fundamental principles and I will respect myself and others while challenging them to do the same."

The Honor Code is intended to unite the Concord community behind a culture of honesty, integrity, and civility.

Class/Online Attendance Policy

Regular class attendance is part of a student's academic obligation at Concord. Irregular attendance may affect academic performance adversely and is detrimental to the atmosphere of a class. (See University Catalog Academic Policies and Procedures.)

Emergency Alert System

In an effort to increase safety and security on our campus, Concord University encourages everyone to register for instant text message alerts. Alerts will only be used for security and safety notices. All

students, faculty, and staff are eligible to receive text message alerts on their cell phones or email alerts. Please contact the IT Help Desk for further assistance (304-384-5291).

Emergency Information

Emergency/courtesy telephones are located at the main entrance of each residence hall and at various other locations on campus. Emergency telephones can be identified by the flashing blue light and will provide the user with a direct link to Public Safety at the press of a button. To report an on-campus emergency, call 304-384-5357 or 911. The Office of Public Safety is located on the bottom floor of the Rahall Technology Center. For further emergency information go to:

<http://www.concord.edu/administration/office-public-safety>.

Inclement Weather Policy

As a general policy, the University will remain in normal operations during adverse weather conditions. In the event of severe weather conditions, the following may occur:

University Closure

No students or employees are to report.

Classes Cancelled

Students do NOT report BUT employees are expected to report to work at their normal time.

Operating on an Inclement Weather Delay

Under this schedule, all 8 a.m. classes will start at 10 a.m. Students and faculty will follow the Inclement Weather Schedule. (See <http://www.concord.edu/emergency-alerts> for Athens/Beckley Inclement Weather Schedules.)

**Announcements invoking the late schedule or other options referenced above are aired on area radio and television stations and are sent as text and email messages to those enrolled for this service.*

Student Conduct

In classrooms, online, laboratories, and during any activities that are part of course requirements, students are expected to observe reasonable rules of conduct.

Sexual Harassment & Assault

Federal law, Title IX, and Concord University policy prohibits discrimination, harassment, and violence based on sex and gender (Including sexual harassment, sexual assault, domestic/dating violence, stalking, sexual exploitation, and retaliation). If you or someone you know has been harassed or assaulted, you can receive confidential counseling support through the Concord University Counseling Center (304-384-5290). Alleged Violations can be reported non-confidentially to the Concord University Title IX Coordinator at 304-384-6327 or titleix@concord.edu. Reports to Campus Security can be made at (304-384-5357). As an employee at Concord University, I am a mandatory reporter which means I must report any sexual misconduct I am made aware of. This includes verbal or written (such as in an assignment) disclosures of sexual harassment or sexual assault.

Technology Services

Contact the CU Help Desk at extension 5291 from campus or 304-384-5291 off campus. You may also e-mail cuhelpdesk@concord.edu.

Syllabus Disclaimer

"This syllabus is subject to change based on the needs of the class. Please check it regularly."

Please review the following websites, which may be useful to you:

- The inclement weather schedule: <http://www.concord.edu/emergency-alerts>
- The Beckley inclement weather schedule: http://www.concord.edu/userfiles/files/emergency/HEC_Inc_Weather_Schedule.pdf
- Concord University encourages everyone to register to receive instant emergency text message alerts via cell phones and/or email alerts: <http://sms.concord.edu/>
- "General Expectations of Business Students" and the "If Students Miss an Exam Policy" <http://www.concord.edu/academics/business/current-students/policies>
- The Division of Business Mission statement and reference to the Division of Business homepage: <http://www.concord.edu/academics/business/>
- The university Honor Code and Mission statement, www.concord.edu/userfiles/files/Academics/StudentHB2010-2012.pdf

INCLEMENT WEATHER SCHEDULE

MWF Classes Regular	MWF Classes Inclement	TR Classes Regular	TR Classes Inclement
8:00-8:50	10:00-10:40	8:00-9:15	10:00-11:00
9:00-9:50	10:45-11:25	9:30-10:45	11:05-12:05
10:00-10:50	11:30-12:10	11:00-12:15	12:10-1:10
11:00-11:50	12:15-12:55	12:30-1:45	1:15-2:15
12:00-12:50	1:00-1:40	2:00-3:15	2:20-3:20
1:00-1:50	1:45-2:25	3:30-4:45	3:25-4:25
2:00-2:50	2:30-3:10		
3:00-3:50	3:15-3:55		
Department of Business			
MW Class Time	MW Inclement Time		
8:30-9:45	10:15-11:15		
11:00-12:15	12:15-1:15		
1:00-2:15	1:45-2:45		
2:30-3:45	2:50-3:50		