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MAN4720: Strategic Management Section P80

Professor Gary Spulak

Instructor Information Table

Instructor Information

- **Email:** Please use Canvas Inbox
- **Office Hours**: By Appointment Only
- ***Notes****: Please see the course communication document inside the course for additional contact information*

Course Time Zone | Eastern Time (ET). Course due dates are according to this time zone.

General Information

Course Description and Purpose

I am the former President of Embraer Aircraft Holding, Inc. which is Embraer's wholly owned U.S. subsidiary, and currently serve as Vice Chairman of the Board. (**www.embraer.com**)

I began my career with Embraer in 1983 as Vice President of Product Support and Information Technology. In 1991 I was named Executive Vice President assuming additional responsibility for customer technical assistance, training and the administrative areas of the company including direct participation in efforts to develop and launch the ERJ 145 regional jet. In 1998 I was named as President, executive, operational, administrative, and business development responsibilities and strategic direction for Embraer's operating companies in the United States encompassing commercial, executive and military aircraft businesses including engineering, manufacturing and maintenance/repair/overhaul facilities.

Why is this course Important?

MAN4720 is the **CAPSTONE** Course for your Undergraduate Business Degree at FIU. This course is designed to integrate all the courses you have taken in your business program and bring this knowledge to operate a company. We will discuss actual organizations, their complexities, challenges and issues. You will have the opportunity to apply your course knowledge and make decisions related to business strategy, affecting firm performance and global operations.

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Major & Curriculum Objectives Targeted

1. Ability to demonstrate an understanding of how to establish and sustain a company's competitive advantage.
2. Learn how to formulate and implement competitive and corporate strategies.
3. Identify and assess the impact of opportunities and threats in a company's global, regional and local environment, its industry, and its set of competitors.
4. Identify and assess a company's strengths and weaknesses and match them with its opportunities and threats to suggest alternative strategies.
5. Identify, analyze and synthesize data and information that supports company decision-making to meet the performance goals and objectives of owners and shareholders.
6. Describe the generic and business-specific factors that reflect a company's overall operational performance.
7. Create a brief strategic business plan to improve the company's organizational performance. As part of this plan you will (i) identify key business drivers and a strategic direction, and (ii) identify and organize data to create key strategic and operational performance measures.
8. Create a working leadership group to form and operate a company where certain decisions will be made during a specific timetable within a competitive environment.
9. Value the group learning environment and how it can lead to improved results.
10. Learn to be responsible as a member of the group in actively participating and contributing during assignments.
11. Appreciate the values and contributions of other group members.
12. Demonstrate the ability to use the skills and knowledge acquired during your business curriculum in a structured setting.

Please contact the professor directly if you have any questions.

How Will You Succeed in This Course

Become Intimately Familiar with Material posted on Canvas

Nearly everything you need for this class has been posted on Canvas, or I have provided information on where you can find it. Strategy is a new subject for many of you and so it is critical that you **understand the basic concepts by reading the course material on Canvas** so that you can be successful in this course.

Actively Engage In the Airline Simulation

- This course uses an experiential learning format by engaging students in an online simulation exercise.

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- You will be part of an executive team responsible for running a small regional airline where you will need to make decisions on a weekly basis.
- The simulation will enable you to apply the theories discussed in the textbook and in the classroom lectures.
- However, it requires your active engagement and in order to be successful, you must collaborate with your teammates.
- Since a large portion of your grade is dependent on the performance of your airline, it is critical that you review and understand all the material related to the simulation.

Group Assignments - Collaborate and Contribute

A significant portion of this class's grade is based on group assignments and students will be placed in teams (groups) and communicate with their groups through the course of the semester. At the same time, you will be required to take responsibility for your share and provide the highest quality work and encourage the same high quality from others in your group.

Each student will submit a peer evaluation on all the members of his or her group. These evaluations will be used with the Professor's discretion.

Take Risks & Have Fun

This course allows for different viewpoints and solicits your voice and experiences. Try novel ways to approach problems. Take the time to enjoy the case stories and use your imagination to fill the gaps!

Teaching Methodology

This course was designed to deliver instructional content by means of both in-person and on-line learning by means of the Canvas learning management system in conjunction with other media.

We will learn about the magic of strategy by discussing real companies and real leaders. We will view review how companies create and implement successful strategies. You will have the opportunity to create and implement your own strategies through the Airline Simulation. You will work with your group to critically think through the material and present your ideas and learnings from the simulation.

Assurance Of Learning

The College of Business cares about the quality of your education. For more information please visit the Assurance of Learning site to learn more on the College's commitment to this initiative.

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Important Information

GLOBAL LEARNING COURSE OUTCOMES

MAN 4720 is also a global learning discipline specific course that counts towards your FIU Global Learning graduation requirement. As such, students will work in their groups on the assignment as follows: **Title: Amazon Case – available on Canvas.** This Global Learning assignment requires you and

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your group to read the case and answer three questions in three key areas. Please also see the Global Orientation SLO (Learning Objectives) applied to this case.

GL Course Outcomes

Global Awareness: Students will be able to demonstrate knowledge of the interrelatedness of local, global, international, and intercultural issues, trends, and systems.

Global Perspective: Students will be able to conduct a multi-perspective analysis of local, global, international, and intercultural problems.

Global Engagement: Students will be able to demonstrate willingness to engage in local, global, international, and intercultural problem solving.

What are the Global Learning Goals of this Course?

1. Exhibit knowledge of the major cultural, economic, social and legal environments faced by organizations in global markets. **(Global Awareness)**
2. Assess the needs of and justify the advantages accruing from expanding into international markets. **(Global Awareness, Global Engagement, Global Perspective)**
3. Develop multiple strategies for the challenges of doing business in a global environment. **(Global Perspective)**
4. Demonstrate appropriate responses to global conditions and cultural diversity. **(Global Engagement)**

Before starting this course, please review the following pages:

- COVID policy
- Policies
- Netiquette
- Technical Requirements and Skills
- Accessibility and Accommodation
- Academic Misconduct Statement

This course utilizes the following tools:

Course Prerequisites

This course has a prerequisite(s). Review the Course Catalog webpage for prerequisites information.

Proctored Exam Policy

Please note that the information contained in this section applies only if your course requires a proctored exam.

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Through a careful examination of this syllabus, it is the student's responsibility to determine whether this course requires proctored exams. Please visit our Student Proctored Exam Instructions webpage for important information concerning proctored exams, proctoring centers, and important forms.

Student responsibilities:

It is your responsibility to be aware of the exam dates and times to make appropriate arrangements. You must comply with the Honorlock requirements, including but not limited to the following:

- A functioning webcam
- Using the required Browser: Google Chrome, Firefox or Microsoft Edge

Before your proctored exam, take the following steps:

- Check your equipment before logging in.
- Be sure you are in a well-lit, quiet and private room. The lighting of your room must be daylight quality, and overhead lighting is preferred. If overhead lighting is not possible, please make sure that your light source is not directly behind you because it will make it difficult for your proctor to see you.
- Please have your student ID ready to show the system when prompted, if you do not have a student ID then a valid driver's license or state-issued identification card would work.
- Please make sure to close out all programs, applications, and websites that do not pertain to the exam.

Support:

If you encounter issues with Honorlock, you may contact them at +1 (855) 828-4004 or by accessing the Help link that appears during the exam. If you encounter issues with Canvas, you may contact FIU Online's Support Services team at phone 305.348.3630 or Toll-Free: 1.8773.ELEARN (7 days a week from 8am-midnight) LMS website

Textbook and Course Materials

Textbook Table

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Strategic Management: Theory & Cases: An Integrated Approach 12th Edition

Hill, Charles W. L., Schilling, Melissa A., Jones, Gareth R.

Cengage Learning (edition 12), 2016

ISBN 10: 1305502272

ISBN 13: 9781305502277

You may purchase your textbook online at the FIU Bookstore

Airline, a Strategic Management Simulation

Smith, Jerald R. and Golden Peggy A.

4th edition, 2002

Simulation URL

Important Textbook Notice

We will use the above text book and simulation Manual. Note that the Airline is a Manual for the simulation, not a textbook. At the beginning of the semester you will receive an email from the simulation company, Interactive Strategies, which will provide you with all the instructions on how to subscribe to the Airline simulation. **The cost for the simulation is approximately $50.**

We will also use seminal material and from high quality academic journal articles. You are expected to come to class having read the assigned readings so that we can have a meaningful discussion.

Additional Required Reading: Journal Articles (Posted on Canvas)

- Harvard Business Review (HBR): Competing on Resources
- HBR: Using the Balanced Scorecard
- HBR: What's a Business For?

Expectations of this Course

This is a **certified Hybrid class**, meaning that we will be meeting in person only once per week. **However, this does not mean that we will be doing half the work**. Instead, it means that you will be responsible for performing one-half of the total classwork on your own. This is distinct from homework, which you would be responsible for in any form of this class. Instructions on what you will

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need to do, and when to do them, can be found both in the "Assignments" section and in the Canvas pages for each week.

Course Detail

Course Communication

Communication in this course will take place via the Canvas Inbox. Check out the Canvas Conversations Tutorial or Canvas Guide to learn how to communicate with your instructor and peers using Announcements, Discussions, and the Inbox.

Canvas messages are a private and secure text-based communication that occurs within a course and among course members. Users must log on to Canvas to send/receive/read messages. The Inbox tool is located on the left side course menu. It is recommended that students check their messages routinely to ensure up-to-date communication.

Please review the course communication document linked in the introduction of this course.

Visit our writing resources page for more information on professional writing and technical communication skills.

Quizzes

To ensure that you are keeping up with the textbook and article readings, there will be weekly quizzes and three tests. The weekly quizzes will be online. You will have until Sunday night to complete the weekly quizzes. The lowest quiz grade will be dropped. The quizzes and tests will cover the material from the text, the chapter power points (including the videos) the articles posted, and any other class related discussion.

In order to mitigate any issues with your computer and online assessments, it is very important that you take the "Practice Quiz" from each computer you will be using to take your graded quizzes and exams. It is your responsibility to make sure your computer meets the minimum hardware requirements.

All assessments will automatically submit when (1) the timer runs out OR (2) the closing date/time is reached, **whichever happens first**. For example, if a quiz has a closing time of 5:00 pm but the student begins the exam at 4:55 pm, the student will only have 5 minutes to complete the quiz. Assessments in this course are not compatible with mobile devices and should not be taken through a mobile phone or a tablet. If you need further assistance please contact FIU Online Support Services.

Assurance of Learning Exam (AoL) (5%)

The College, in accordance with standards established by The Association to Advance Collegiate Schools of Business (AACSB) and the Southern Association of Colleges and Schools (SACS), has established an Assurance of Learning (AoL) initiative that evaluates how well it accomplishes its educational objectives. Graduates of the Bachelor of Business Administration and the Bachelor of Accounting are expected to demonstrate certain general business skills, core competencies as well as knowledge and skills required for their program. As part of AoL, the College has established an exit exam requirement for all students

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in MAN 4720. The purpose of the exit exam is to ensure that the College of Business demonstrates accountability (such as in accreditation) and to assist the College and its faculty to improve programs and courses.

You will be given a mandatory exam which will be administered through Canvas. Your score on this exam will be based on your performance. The exam is worth 5% of your course grade. This exam tests you on knowledge gained throughout your course of study. While you are not expected to study for it, you are expected to put a good faith effort into doing your best.

In order to mitigate any issues with your computer and online assessments, it is very important that you take the "Practice Quiz" from each computer you will be using to take your graded quizzes and exams. It is your responsibility to make sure your computer meets the minimum hardware requirements.

Assessments in this course are not compatible with mobile devices and should not be taken through a mobile phone or a tablet. If you need further assistance please contact FIU Online Support Services.

Groups Assignments

Students will be placed into groups to complete a group projects.

AIRLINE SIMULATION – GROUP PROJECT OVERVIEW

The Airline project requires you to be part of a TEAM that has the responsibilities of an executive management team of a small airline company. Each team will meet to formulate their firm level strategy and submit ongoing decisions concerning critical issues facing the firm.

Your airline company is a publicly traded company with employees, airplanes, flight routes, access to the capital markets, a line of credit, customers, and other assets and liabilities that facilitate your operations. Every week you will be required to review your airline's performance and make decisions on the purchasing / leasing airplanes, on selecting flight routes, on setting fare (ticket) prices, on paying your employees, and many other decisions. These decisions are due online on the Airline website on a weekly basis by each group's communication officer. Failure to submit a decision will have severe market consequences on your firm's performance, and as a result, on your simulation grade.

The group project will require collaborative work, and everyone is expected to carry an equal share of the workload. The group project will be a better product if everyone shares their different knowledge and experience. Students who do not carry their share of the workload will be removed from their teams and will risk failing the class

At the beginning of the semester, you will be sorted into teams. Teams will be 3-6 individuals.

Signing up for the Airline Simulation

At the beginning of the semester, you will receive an e-mail from Interpretive Simulations containing your unique User ID and password. You can use this information to log into **www.interpretive.com** to get to your Airline course site and pay for the simulation. The simulation costs about $50.00 – and you

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should pay for the simulation, sign up and start accessing the resource material. The most critical resource is the manual which you should read thoroughly prior to the start of the simulation.

Simulation Related Assignments:

- Weekly decisions for your Airline to be made online on the Airline Simulation site
- Weekly Forecasted P&L & Cash Flows (template available on Canvas)
- Initial Strategy Report & SWOT (See Canvas for Assignment details)
- Balance Scorecard Sheet (See Canvas for Assignment details)
- Final Strategy Audit Report (See Canvas for Assignment details

Class Participation & Peer Evaluation

Everyone is expected to attend class (attendance will be taken), to come prepared, and to participate actively in the discussion. Before class, you should have read the assigned readings, thought critically about the concepts they present and their application to the case or topic of the day, and be prepared to answer the assigned study questions (to be distributed weekly). The best contributions are those that are relevant to the question at hand. They often build on or respond to the observations of others, make links to prior classes, or draw on materials and lessons from other courses. Debates and disagreements can be powerful opportunities for learning. You are encouraged to challenge the views of your classmates and the instructor – provided that you do it constructively and with civility.

Of course, regular attendance is a must. You cannot participate if you are not there. All classes will start promptly. **You will be expected to be on time**. Late arrivals can delay the start of class, disrupt the conversation, and are disrespectful to guests, classmates, and me. If you expect to be late for some good reason, please alert me if possible and take a seat in the back of class. Without a compelling excuse, late arrivals will count against your class participation grade. We will have a break some time at or shortly after the halfway point in class. **You are expected to return promptly from all breaks.**

Zoom Video Conference

Zoom is a video conference tool that you can use to interact with your professor and fellow students by sharing screens, chatting, broadcasting live video/audio, and taking part in other interactive online activities.

Zoom Test Meeting Room

Use this link to access the Zoom Test Meeting Room. This meeting room is available to test out the software before joining an actual session.

Reference the provided links to access Zoom student tutorials to learn about the tool, how to access your meeting room, and share your screen.

-
    - Download Zoom.
    - Login to Zoom through Desktop Application

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- Enable and Test Audio & Webcam.
- Schedule a meeting or Join a Zoom meeting.
- Invite others to join meeting.
- Chat (Professors) - Students look at attendees section for instructions.
- Share My Screen.
- Record a Local Zoom meeting.
- Host Control in Meetings.
- Getting Started with iOS.
- Getting Started with Android.

ZOOM WEBINARS

Live webinars may be scheduled as part of your learning experience. These webinars are conducted using Zoom, which is an online meeting app where students interact with the professors and other students by sharing screens, sharing files, chatting, broadcasting live audio and taking part in other interactive online activities. Webinars will be recorded. Students who cannot attend the live webinars will have access to the recorded sessions. If live webinars are scheduled for your course an announcement will be posted with dates and times. Attendance will not be mandatory but strongly encouraged.

Grading

The course is designed so that there are multiple ways for you to demonstrate that you are learning. These include quizzes on the theories and concepts of strategy as well as assignments related to the Airline Simulation. Part of your grade will also come from your peers who will evaluate your contribution to the group work in this class.

Task List	
Course Requirements	**Weight %**
Airline Simulation Project (Group Project)	40
Quizzes	20
Global Learning Case (Group)	10
Getting into a Group, Subscribing to Airline, Airline Quiz, Lessons from this Class	5

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Task List

Course Requirements	Weight %
AOL Exam (Individual)	5
Class Participation, Instructor's Discretion, Peer Evaluations	20
Total	**100**

Grades

Letter	Range (%)	Letter	Range (%)	Letter	Range (%)
A	100	B	< 87		< 77
A-	< 95	B-	< 83	D	< 70
B+	< 90	C+	< 8	F	< 60

Course Calendar

Access your Course Calendar for course topics and assignments.

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