Instructor: Ye Dai  
Office: Rehn 215A  
Office Hours: Tuesdays and Thursdays 13:55 – 15:30 pm (walk-in hours); or by appointment.  
Office phone: 618-453-7884  
Cell phone: 713-992-9025  
E-mail: ye.dai@siu.edu

Lecture: Tuesdays (with one exception)  
12:35 – 13:50 pm  
Building: Lawson Hall  
Room: 0161

I. Course Overview and Requirements

A. Prerequisites

Senior standing, business major (not pre-business), Management 304, Management 318, Finance 330 and Marketing 304 or equivalent. Management 481 is restricted to graduating seniors in the College of Business (COB) that have completed and passed the above said courses as determined by COB and the respective departments of the above said courses.

B. Course Overview

Emphasis on the integration of knowledge of management principles and all functional areas of business will be utilized in this course. The student will gain an understanding of corporate and business strategies via textbook readings, discussions, lectures and a strategic management simulation. This will be accomplished through an application of the students’ knowledge of the various elements of business (accounting, finance, marketing, operations, and management) to a range of contexts, including but not limited to, class discussion, exams, and participation in a business simulation program.
C. Course Objectives

The objective of this course is to teach the student how to formulate and implement business level and corporate level strategies as they relate to the overall performance of the firm within its environment.

- Demonstrate how management activities contribute to organizational success.
- Understand the implications of resource constraints in an organizational setting.
- Analyze degrees of ethical behavior and corporate governance.
- Collaborate effectively in a team environment on a course project.
- Develop and make an effective oral presentation associated with a business topic in a group project environment.

D. Required Text and Materials

a. Lecture

Strategic Management: Concepts
Author: Frank Rothaermel
Publisher: McGraw-Hill/Irwin Pearson

Note: A USED text can be purchased or borrowed through another source; HOWEVER, you must purchase the simulation material from the www.interpretive.com

b. Simulation

Airline: The Strategy Simulation is available at: http://www.interpretive.com
Note: required

c. Computer

Used for simulation

E. Web Site

This course relies heavily on SIU’s Desire2Learn website to deliver course materials. Please make sure you are able to access Desire2Learn as soon as possible or you may quickly fall behind in the class.
F. Extra Credit Opportunities

Several extra credit opportunities will be announced throughout the semester. Please pay attention to the announcements as finishing these tasks will significantly boost your final scores.

G. Subject to Change Clause

This syllabus is subject to change at the discretion of the instructor to accommodate instructional and/or student needs. Students will be informed of changes either verbally or in writing.
II. Course Policies

A. Class Participation/Preparation

Students are expected to be prepared and to actively participate in discussions and simulation activities. Participation is an important skill in business. You must be able to effectively share your ideas in order to be successful.

B. Attendance

Students are expected to attend all sessions as participation is an integral part of learning. Successful work depends largely upon regular class attendance. However, in recognition of the possibility of special circumstances, you are allowed one absence from lecture session throughout the semester, for whatever reason. If you must miss more than one class, please see me as soon as possible. Each additional unexcused absence beyond the one allowed will drop your accumulated grade by 5 POINTS. Performance part of your simulation grade will be reduced 9% for each absence. If you have a University sanctioned absence and miss class, please feel free to contact me for any relevant notes or materials. This policy will be strictly enforced. Anyone who signs on behalf of other students in the class for the attendance sheets, once found, will get all his/her own attendance scores revoked.

C. Assignments

All assignments (i.e. Airline Decisions) must be submitted on the designated due date. Late submissions will not be accepted as the system will treat teams that do not enter decisions in a specific period as doing nothing (even doing no basic operations) and just proceed.

D. Missed presentation

It is virtually impossible to make up a missed presentation at the end of the semester, especially in a group project.

E. Plagiarism/Academic Honesty

Students are responsible for the authorship of their work and oral presentations. Therefore, they must uphold the principles of academic honesty and adhere to those
guidelines. Submitted work and presentation that show signs of plagiarism and/or improper documentation of sources put the student in jeopardy of receiving a failing grade.

III. Projects/Assignments/Evaluation Methods

A. Evaluation Methods and Grading Policy

Your course grade will be determined via three examinations and the airline strategic management simulation, as shown below:

<table>
<thead>
<tr>
<th>Grade Component</th>
<th>Point Value</th>
<th>Percentage of Overall Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test 1</td>
<td>40</td>
<td>20%</td>
</tr>
<tr>
<td>Test 2</td>
<td>40</td>
<td>20%</td>
</tr>
<tr>
<td>Test 3</td>
<td>40</td>
<td>20%</td>
</tr>
<tr>
<td>Simulation</td>
<td>80</td>
<td>40% (Discussed in detail below)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Grading Policy**

180 – 200    A
160 – 179    B
140 – 159    C
120 – 139    D
Below 120    F

B. Exams

Besides a final exam, there are three (3) tests. Each will consist of 80 multiple choice/True or False questions (except for the third one that contains 60 questions). The final is **optional** for those who have not missed any of the exams during the semester. IF you have missed an exam, you MUST take the final. IF you have taken all previous exams and choose to take the final, the lowest grade from the four (3 tests and 1 final) will be dropped.

The final exam will be arranged in the university final exam week. According to the past experience, the majority of the students will choose not to take the test. So I would like to avoid printing out too many question sheets that will never be really used. Therefore, IF
YOU DECIDE TO TAKE IT, you need to inform me of your decision one week before the exam (By May 02). One thing you need to be aware is that it is very likely that by the time you need to make the decision the scores for your simulation games and some extra credit opportunities are not ready yet. Therefore, you need to make this decision without complete information about all your past performances. Please be aware that taking the optional final exam will only increase your probability to get a better grade but will not negatively impact your final scores. So it is not a gamble that you need to have more complete information to avoid potential losses.

C. Simulation

You will be randomly assigned to a team with 3-4 additional members to play an Airline game. One team member will be randomly chosen as the head of a team. Airline is a strategy simulation based on a service industry. It is based on an actual case of a small airline as deregulation in the industry began. The support team of the simulation website will send you an email containing user IDs/pass words to your email account registered in the school system. You will need to go to a given Internet address to log in and purchase the simulation.

The case information is included on the simulation website (www.interpretive.com). Read it to become familiar with the company and its competitive environment. This is the starting point for strategic and tactical decisions your group will make about your company, including the company’s competitive future: overall strategy, marketing, finance, operations management, human resource development, and asset management. You will also be confronted with important current issues in business, such as business ethics and social responsibility.

Please read the manual (you can download it from www.interpretive.com once you register and pay the fee there) as soon as you can in the first two weeks of the class. The experience of the students in the past semesters indicate that one of the biggest mistakes they made during the game is that you made the decisions in the first several quarters without reading the manual.

Each Thursday, you and your teammates need to meet regularly in the class session in the same classroom where we have lectures on Tuesday to discuss about and finalize your decisions for each decision period. A usual way to arrange division of labor among the team is that each team member takes responsibility to prepare a tentative decision plan for one category of decisions (i.e., marketing, accounting, finance, or operations related
decisions) before attending each discussion on Thursday and then the whole team discusses all the categories of decisions on that day to finalize them. Team head need to finally submit the final decisions.

Your simulation grade will be made-up of the following two components: Company Performance and Final Group Presentation:

<table>
<thead>
<tr>
<th>Component of Simulation Grade</th>
<th>Percentage of Overall Grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Performance</td>
<td>25%</td>
</tr>
<tr>
<td>Final Group Presentation</td>
<td>15%</td>
</tr>
<tr>
<td>Total Simulation Grade</td>
<td>40% (of your total grade in the course)</td>
</tr>
</tbody>
</table>

My TA or I will be taking attendance and observing whether you are participating with your team members in managing the airline and the extent of your participation. The support staff at www.interpretive.com also monitors individual logins to the program. Missing one simulation class will not affect your grade; however, the Company Performance part of your simulation grade will be reduced 9% for each additional absence. At the end of the semester, each team member will confidentially evaluate your efforts in managing the airline and your presentation efforts. Those evaluations will negatively affect your grade if your efforts were deemed inadequate by your teammates. Your simulation instructor and I will determine the exact penalty based on the instructor’s observation of your efforts during the semester and the severity of your teammate’s written evaluation of your performance.

All technical and logistical questions related to the simulation should be directed to the TA of this class. However, you are not supposed to ask either the TA or me questions about the relationships between certain choices and performance metrics of the simulation game. This is because it is your task, via trial-and-error processes, to infer them from the game play. That is the purpose of this simulation game.

a. Company performance

Company performance will be measured via cumulative performance points generated by the Airline Strategic Management Simulation Software.

b. Presentation

Your group will give a presentation about various aspects of your company’s strategy near the end of the semester, which will be worth 15% of your total course grade.
Specifics about the requirements of your company presentation will be discussed in class and uploaded to the D2L website (see the class schedule, below).

c. **Accessing the simulation**

You will receive a User ID and password from interpretive.com. You will need to log in to register for the simulation. Once you’ve registered, you will have access to the simulation and its resources. Team decisions for each round will be due at the date and time specified in the syllabus and on the interpretive.com site.

d. **Simulation computer requirements**

Each group is required to bring at least one laptop computer to each lab session to access the simulation program and to input decisions for that day. If a group does not have access to a laptop, one may be available for use from the College of Business through the Management Department. These computers will be limited so it would be beneficial if a member from each group has access to and brings a personal laptop to each simulation session. No special computer software/hardware is required, only access to the Internet.
**LECTURE SCHEDULE**

<table>
<thead>
<tr>
<th>Week Starting Tuesday</th>
<th>Tues 12:35 p.m. - 13:50 p.m. in Lawson Rm 161 (one exception: Thur, Feb., 27)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 14</td>
<td>Course overview  &lt;br&gt;Simulation Overview</td>
</tr>
<tr>
<td>21</td>
<td>Chap 1 – What is strategy and why is it important?</td>
</tr>
<tr>
<td>28</td>
<td>Chap 2 – The strategic management process</td>
</tr>
<tr>
<td>Feb 4</td>
<td>Chap 3 – External analysis: Industry structure, competitive forces, and strategic groups</td>
</tr>
<tr>
<td>11</td>
<td>Chap 4 – Internal analysis: Resources, capabilities, and activities</td>
</tr>
<tr>
<td>18</td>
<td>Test 1 (Chapters 1 – 4)</td>
</tr>
<tr>
<td>25</td>
<td>Chap 5 – Competitive advantage and firm performance</td>
</tr>
<tr>
<td>27 (Thurs)</td>
<td>Chap 6 – Business strategy: Differentiation, cost leadership, and integration</td>
</tr>
<tr>
<td>Mar 11</td>
<td>No Class – Spring Break</td>
</tr>
<tr>
<td>18</td>
<td>Chap 7 – Business strategy: Innovation and strategic entrepreneurship</td>
</tr>
<tr>
<td>25</td>
<td>Chap 8 – Corporate strategy: Vertical integration and diversification</td>
</tr>
<tr>
<td>Apr 01</td>
<td>Test 2 (Chapters 5 – 8)</td>
</tr>
<tr>
<td>08</td>
<td>Chap 9 – Corporate strategy: acquisition, alliances, and networks</td>
</tr>
<tr>
<td>15</td>
<td>Chap 10 – Global strategy: Competing around the world</td>
</tr>
<tr>
<td>22</td>
<td>Test 3 (Chapters 9 – 10)</td>
</tr>
<tr>
<td>29</td>
<td>Company Presentations (approximately 1/3 of the teams: Industry 2)</td>
</tr>
</tbody>
</table>
| May 09                 | FINAL (Chapters 1 – 10)  <br>10:10 AM–12:10 PM, Friday, Wham 161  <br>Final Exam may be mandatory or optional – see previous section discussing Exams.
# SIMULATION SCHEDULE

<table>
<thead>
<tr>
<th>Week Starting Tuesday:</th>
<th></th>
</tr>
</thead>
</table>
| **Jan 16**             | ➢ Meet your senior management team members.  
➢ Organize into groups  
➢ Introduction to simulation |
| **23**                 | ➢ Begin working on Decision for Period 1 & Incident A (this incidence may or may not appear).  
➢ **Decision 1** is due at the end of next week’s simulation class.  
➢ Submit Incident A today. |
| **30**                 | Submit Decision for Period 1 |
| **Feb 06**             | By the end of today, submit Decision for Period 2 & Incident B. |
| **13**                 | By the end of today, submit Decision for Period 3 & Incident C. |
| **20**                 | By the end of today, submit Decision for Period 4 & Incident D. |
| **Mar 01 (Saturday)**  | By the end of today, submit Decision for Period 5 & Incident E (no need to come to school). |
| **06**                 | By the end of today, submit Decision for Period 6 & Incident F. |
| **13**                 | **Spring Break: No Class** |
| **20**                 | By the end of today, submit Decision for Period 7 & Incident G. |
| **27**                 | By the end of today, submit Decision for Period 8 & Incident H. |
| **Apr 03**             | By the end of today, submit Decision for Period 9 & Incident I. |
| **10**                 | By the end of today, submit Decision for Period 10 & Incident J. |
| **17**                 | ➢ Review all past decisions and performances;  
➢ Prepare for the simulation presentation. |
| **24**                 | **Company Presentations** (approximately 1/3 of the team: Industry 1) |
| **May 01**             | **Company Presentations** (approximately 1/3 of the teams: Industry 3) |
Some Final Comments

1. I care about your progress in this course and will do what I can to assist you. So I am accessible to you all the time. My office hour time is listed on the 1st page of this syllabus. I’m also available, within reason, to meet with you outside these times. To set up a meeting, please send me an e-mail or speak to me in class. In addition to course-related matters, I’m also happy to discuss career issues, grad school, and other related concerns.

2. It is a large-sized class. Therefore, especially in the lecture sessions, we may not be able to have enough discussion and interactions as your expect of from typical small-sized classes because we need to proceed quickly to cover all important strategy topics. However, I will constantly ask the class whether the majority of the class understand certain important points during the lecture sessions. In addition to that, during the simulation sessions, I will walk around the classroom to ask each of you if you have questions about the content of the lecture and the textbook.

3. I will be posting a range of materials on D2L through the course of the semester, including the syllabus, basic lecture notes, grading procedures, and other materials as required. On a related note, I will be posting lecture notes to Blackboard after each class, but not before.

4. Per COB and Management department policy, laptop computers, PDAs, cell phones, and other electronic devices should be turned off at the start of class. Accommodations will be made for students with disabilities. If you miss class, please contact a member of your group for any relevant notes or materials.

5. I should probably forewarn you that I am a something of a stickler for time-keeping (and professionalism more generally). Put simply: if you’re planning to come to class, I expect you to get to class on time. If you are on time, though, I guarantee that we will finish class on time (and, sometimes, a few minutes early).

6. I enjoy teaching this course immensely and am greatly looking forward to doing so this semester. Although I’m clearly biased, I believe that the study of strategy is one of the most fascinating and worthwhile components of any business school curriculum. I hope that by the end of the course I can convince you share this belief.

7. The way that I calculate your final grades will be different from the way the D2L system automatically calculates your scores. For example, don’t panic if you take extra credit opportunities and then find you are put into the C or D category by the D2L system.
because you only get 80 percent out of all possible extra credit points. This does not mean that you are penalized for taking these opportunities. All extra points will be added to your final scores with equal weights as those test and simulation scores. Taking extra credit opportunities is an effective way to raise your total scores.
IMPORTANT DATES
Semester Class Begins: ...........................................01/13/2014
Last day to add a class (without instructor permission): ........01/24/2014
Last day to withdraw completely and receive a 100% refund: .01/26/2014
Last day to drop a course using SalukiNet: ..........................03/23/2014
Last day to file diploma application (for name to appear in Fall
Commencement program): ........................................03/28/2014
Final examinations: ..............................................05/01/2014

Note: For outreach, internet, and short course drop/add dates, visit Registrar’s Academic webpage http://registrar.siu.edu/

SPRING SEMESTER HOLIDAYS
Martin Luther King, Jr.’s Birthday 01/20/2014
Spring Vacation 03/08—03/16/2014

WITHDRAWAL POLICY ~ Undergraduate only
Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping courses and when withdrawing from the University, please visit http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

INCOMPLETE POLICY ~ Undergraduate only
An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all course assignments. An INC must be changed to a completed grade within one semester following the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student's grade point average. For more information please visit: http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY
An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A,B,C,D, or F, the course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in the overall GPA and count toward hours earned. See full policy at http://registrar.siu.edu/pdf/ugradcatalog1314.pdf

GRADUATE POLICIES
Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit http://gradschool.siu.edu/about-us/grad-catalog/index.html

DISABILITY POLICY
Disability Support Services provides the required academic and programmatic support services to students with permanent and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu/

STUDENT CONDUCT CODE
http://policies.siu.edu/other_policies/chapter3/conduct.html

SALUKI CARES
The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. For Information on Saluki Cares: (618) 453-5714, or siucares@siu.edu, http://salukicares.siu.edu/index.html

EMERGENCY PROCEDURES
Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. We ask that you become familiar with the SIU Emergency Response Plan and Building Emergency Response Team (BERT) programs. Emergency response information is available on posters in buildings on campus, available on BERT’s website at www.bert.siu.edu, Department of Safety’s website at www.dps.siu.edu (disaster drop down) and the Emergency Response Guideline pamphlet. Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency.

INCLUSIVE EXCELLENCE
SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ is an important part of education as well an essential preparation for any career. For more information please visit: http://www.inclusivexcelinessiu.edu/

MORRIS LIBRARY HOURS
http://www.lib.siu.edu/about

LEARNING AND SUPPORT SERVICES
Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:
Tutoring : http://tutoring.siu.edu/
Math Labs http://tutoring.siu.edu/math_tutoring/index.html

WRITING CENTER
The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit http://write.siu.edu/

AFFIRMATIVE ACTION & EQUAL OPPORTUNITY
Our office’s main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. For more information visit: http://diversity.siu.edu/

Additional Resources Available:
SALUKINET: https://salukinet.siu.edu/cp/home/displaylogin
ADVISEMENT: http://advisement.siu.edu/
PROVOST & VICE CHANCELLOR: http://pveciu.edu/
SIU ONLINE: http://online.siu.edu/

Spring 2014 R.O'Rourke