Dear 437 Student:

Welcome to Strategic Management for Engineers which will prove to be a vital component of your MEM education. Our class begins on the evening of September 21st and continues for eleven consecutive Mondays at the Northwestern University Evanston campus.

Our course will challenge and apply the skills that you have developed from your previous experiences and the courses taken thus far in your Northwestern University journey. The syllabus, posted on Canvas, will be reviewed in detail on the opening evening. While teaching is my avocation, I am a practitioner from industry. As such, our course will be most pragmatic.

In preparation for the first week of class, please read Chapters 1 & 2 of the Pearce & Robinson (14th edition) required text. In addition, please prepare a one page typewritten biography of your background similar to the format of the sample from a former student, which is also posted separately in Canvas. You may write in the first person or the third. Remember to use proper headings, and one and one-half spaced format. Further, read the article entitled Leadership as Vision from the Wholesaler Magazine also posted on Canvas. Keep in mind that these assignments are due the first day of class.

As we anticipate full registration, should you have any conflicts that may preclude your total commitment to this course, you may wish to reconsider enrollment at the onset. As we utilize the first night to lay the foundation upon which our class will build, your attendance is of paramount importance. Thus, an absence on the first night is considered as a permanent drop. Our class requirements are extensive. However, I am confident that you will learn from the experience. I will be returning from my business travels just prior to the start of our course. In the interim, should you have any questions, please contact my assistant, Kim Kiely. Although I travel extensively, you will find me easily accessible by phone, or e-mail, as well as before and after class. All calls are returned promptly, and I do not hesitate to initiate calls to students outside of normal classroom hours.

I look forward to being with you and sharing a positive learning experience.
Course Overview:
Organizations have learned that the adage, grow or die is more than a cliché. In today’s global market, maintaining the status quo is no longer an option. As the velocity of change accelerates, historic paradigms are surrendering to new. For organizations to survive in today’s competitive environment, management must anticipate the strategic inflection of organizational evolution. Engineers have played a major role in the advancement of society. Undergraduate education for engineers is thorough, precise, and understandably micronistic. At the graduate level, we attempt to couple the micro skills with the broader macro perspective or, in other words, the proverbial big picture. The management role requires engineers to be able to envision, from a broader perspective, the operation of an organization and the market one serves. You must learn to think, act, speak, and process from the “leadership mind.” “Strategic” management represents that transition from management to leadership. This capstone course draws from all functional areas of an enterprise to provide strategic direction to an organization. It also provides engineers with a leadership perspective as a complement to the engineering orientation, which they currently possess. Strategies are offered to ensure not only success in a competitive “for profit” environment, but the sustainability of success throughout the economic cycle. A framework is developed to understand the interrelation of accounting, finance, operations, engineering, and marketing. Class format will be lecture, case study analysis, open discussion, guest speakers, and student presentation.

Student Notice:
As a comprehensive capstone course, expectations are elevated and attendance is mandatory. Any absence has “whole grade” consequences, for each absence is debited 100 course points. As this syllabus represents a contract with the student, any potential work conflicts should be discussed with your employer in advance of registration. Mid-term and final examinations must be taken in person, as capstone course examinations do not qualify for proctoring. As mid-term and final examinations will test the retention of knowledge conveyed in lectures and assigned reading, it is imperative that the students facilitate copious notes. It is expected that all participants remain current on the readings, come prepared with written assignments (case studies will not be accepted late), and contribute to class discussion.

Required Texts:
Strategic Management Planning for Domestic & Global Competition, Pearce & Robinson, 14th edition. Supplemental readings provided by professor.

Grading:

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<th>Promptness, Participation, Preparedness (10 weeks x 20 points)</th>
<th>200 Points</th>
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<tr>
<td>Mid-Term Examination</td>
<td>220 Points</td>
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<td>Case Studies and Assignments (6 cases x 25 points)</td>
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<td>Final Examination</td>
<td>320 Points</td>
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<td>Optional Final Research Case Study</td>
<td>110 Points</td>
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<td>TOTAL POSSIBLE POINTS</td>
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**SCALE**

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**Academic Integrity:**
Plagiarism, like other forms of academic dishonesty, is always a serious matter. This course adheres to the University's "Principles Regarding Academic Integrity" and school policy. Consult the manual, *Writing in Liberal Studies*, for instructions about proper citation or acknowledgment of the work of others in class assignments.

**WEEK 1**
9/21/15
Macronistic management: Differentiation through a macronistic approach to management, understanding of contributing components of GDP and its importance. Course overview, expectations, goals, and objectives; agreement in the sanctity of the classroom.

**Readings:** Pearce and Robinson, Chapters 1 and 2, pp. 2 – 46, and *The McNeely View, Leadership as Vision*, which is posted on Canvas

**Assignment:** Written presentation of biography

**WEEK 2**
9/28/15

**Readings:** Pearce and Robinson, Chapter 3, pp. 47 - 86 and Chapter 5, pp. 127 - 150

**Assignment:** Identification of two major issues confronting organizations in the third millennium.

**WEEK 3**
10/5/15

**Readings:** Pearce and Robinson Chapter 6; pp. 151-194
Traditional Case #10 - Amazon.com

**Assignment:** Case Analysis – Case #10 - Amazon.com

**WEEK 4**
10/12/15
Continuation of marketing lecture: Marketing of industrial vs. consumer products and services. Role of advertising and social media in marketing. Evolution of strategic branding.

**Readings:** Pearce and Robinson Chapter 8 pp. 240-267
Traditional Case #13 - Apollo Group

**Assignment:** Case #13 - Apollo Group

**WEEK 5**
10/19/15
Conclusion of the marketing lecture. Half-time review of course to date. We will feature a guest speaker from the packaging engineering field.

**Readings:** Pearce and Robinson Traditional Case #14 - Barnes & Noble, Inc.

**Assignment:** Case Analysis – Case #14 - Barnes & Noble, Inc.

**WEEK 6**
10/26/15
**MID-TERM EXAM**

**Guest Speakers:** Depending upon availability, we will present guest speakers from industry or utilize the evening to move the market lecture to a granular level, OR jump start the accounting/finance modules. The professor may assign a supplemental reading and/or assignment, which aligns with the particular guest speakers.

**Readings:** Pearce and Robinson Traditional Case #18 - Chipotle

**Assignment:** Case Analysis - Case #18 - Chipotle
**Assignment:** Mid-term Examination Due |
| WEEK 8 | 11/9/15 | Financial strategies: Internal return, cost of capital, return on investment, and strategic turn-around strategies. We will distribute and discuss the Optional Final Research Case Study. Supplementary outline will be provided by the professor.  
**Readings:** Pearce and Robinson Traditional Case #23 Lagunitas Brewing Co., 2013  
**Assignment:** Case Analysis – Case #23 – Lagunitas Brewing Co., 2013  
*Note:* No Wall Street metrics/private company |
| | | This evening we will feature guest speakers from the craft beer industry, Chicago based, Aleman Brewing |
**Readings:** Pearce and Robinson Traditional Case #30 – Yahoo! Inc.  
**Assignment:** Case Analysis - Case #30 – Yahoo! Inc. |
| WEEK 10 | 11/23/15 | Strategic Management of the metrics. Conclusion of the accounting, financial, and Wall Street modules into a well formulated framework for the engineer’s ascension into higher levels of management ranks. Preparation for final exam. |
| WEEK 11 | 11/30/15 | Concluding lecture on survival strategies for the pressures of management. How to spot problems in others and avoid such in self.  
**FINAL EXAM**  
**Assignment:** (Optional) Final Research Case Analysis:  
STUDENT “SAMPLE” BIOGRAPHY

Student Name:  
Course: 437 Strategic Management  
Professor: Donald McNeeley, Ph.D.  

______ grew up in a suburb of St. Paul, Minnesota, the son of an engineer who worked for an air conditioning company (Trane). Like most little kids, ________ wanted to grow up and be like his dad, but he was upset when his classmates asked him why he would chose conducting a “train” as a career profession. After a quick conversation with his dad, _____quickly regained his confidence about his career aspirations and he continued his focus on becoming an engineer.

______ advanced in his middle school studies and during his junior year of high school, he became fascinated with chemistry and began to research the top chemical engineering programs in the U.S. During high school, ______ played soccer and started an indoor lacrosse club team. In October of his senior year, ______ gained acceptance to the University of Wisconsin’s pre-engineering program.

During college, ______ focused on his required chemistry, engineering and math courses, but also took as many business classes as possible. He also became a research assistant in biochemical engineering for his final two years. As much as ______enjoyed his time in research, he ultimately signed on with Kraft Foods working in operations at the Madison, WI Oscar Mayer facility. ______ was the youngest manager on the site for his entire tenure and began to practice leadership and coaching. The following spring a friend from college days encouraged him to trade in a life of bologna for premium chocolate and M&M’s at Mars Inc.

Staring as a process engineer based in New Jersey, ______ traveled the U.S. refining his technical competencies. In 2010 ______ transitioned from his R&D background to a role in quality at the oldest factory in the Mars network located in Chicago, IL. He also got married to an elementary school teacher from his alma mater and was accepted into the MEM program at Northwestern University. While at the Chicago factory, ______ received roles of increased responsibility as the quality manager and a project manager for a new project launch. For his role as the project manager, ______ received the Corner Candy Shop award for superior execution and role model behavior. Also, in 2012 ______ welcomed his first child into the family and he is already preparing to raise him a Badger and to enjoy Minnesota professional sports.

In 2013______ received a new role working in an ice cream plant in Burr Ridge, IL. He currently manages and develops thirty-one associates and is responsible for over $6 million in annual budgets. He is also four classes from graduation!