MGMT 6313 – Fall 2017

Strategic Management in a Global Environment

Instructor Information

Dr. Sandy Pate
Associate Professor of Management
Office: Rassman 208
Phone: (325) 486-6299
E-mail: spate@angelo.edu (I usually respond to emails within 24 hours)
Class Time: All graded assignments are due on Sunday 11:59 p.m. (end of day).

Information contained in this syllabus is subject to change at the discretion of the instructor. Every attempt will be made to provide students with adequate notice of any change.

Required Readings

Cases, articles, videos, and quizzes will be posted on Blackboard

Additional material will be posted on Blackboard as needed.

Course Description

This is an advanced case course dealing with a wide range of management problems involving policy and strategy decisions faced by executives in both domestic and international markets. This capstone course that requires integration of all materials covered in the MBA curriculum in the policy formulation process.

Prerequisite: Permission of MBA director.

Course Objectives/Learning Outcomes

Upon successful completion of the MBA degree program, our graduates should be able to:

- Demonstrate knowledge of contemporary theory and practice in the field of strategic management.
- Explain the influence of globalization and international strategies on organizational strategic choices.
- Demonstrate competency in team building skills as well as oral and written communication formats by preparing and presenting professional-quality business case studies.
- Demonstrate analytical thinking, critical analysis, problem solving, technology and current information resources in the research and preparation of professional-quality business case studies.
Course Philosophy and Additional Skill Developed

Research indicates that opportunities for active learning in a class usually improves the overall learning students take away from a course. The skills outlined below are the foundation for lifelong learning and success in your career of choice. Class assignments have been developed to engage students in discussion, small group work, and case analysis.

- **Cooperation and Mutual Respect** - Appreciating the unique set of experiences, beliefs and values each member brings to class and listening to the ideas of others. Good leaders are famous for their ability to listen to people and ask meaningful questions.

- **Creativity** – Mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task. It is the ability to generate new ideas, alternatives, or possibilities. Creativity is highly valued in today’s competitive business world.

- **Problem solving** - You will be required to not only identify problems but also to generate solutions and make recommendations based on a logical and thorough analysis of the alternatives.

- **Critical Thinking** - critical thinking helps employees gather all of the information required to analyze a situation, generate optimal solutions to a problem and get feedback from all the people involved in the situation, which leads to better overall business solutions.

- **Individual accountability** – Everyone in this class is responsible for their own learning and management of their personal contributions to team projects. Each team will complete a peer evaluation for each team member to ensure everyone does their part.

Graded Components

**Individual**: Quizzes (6 worth 10 points each) 60 points (13%)

**Individual**: Discussion Board articles (6 x 20 points) 120 points (27%)

**Individual**: MFT Exam (required for graduation) 40 points (9%)

**Team**: Project Company Analysis (6 x 20 points each) 120 points (27%)

**Team**: Final Project Company Paper 110 points (24%)

**Total Points**: 450 Points (100%)

Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 - 100 %
B = 80 - 89.9 %
C = 70 - 79.9 %
D = 60 - 69.9 %
F = 59.9 % and below
All MGMT 6313 course assignments are due on Sunday, end of day (11:59 p.m.) Central Standard Time (CST).

Quizzes (Individual): Quizzes will consist of multiple-choice and true/false questions based on material covered in videos and reading materials for that week. Quiz tips:
- There are six (6) quizzes worth ten (10) points each.
- You will have 10 minutes to take each quiz.
- Your grade will be posted as soon as your quiz is submitted.
- Quizzes cannot be made up or retaken.

Discussion Board (Individual):
- There will be six (6) Discussion Boards worth 20 points each.
- Six strategy articles will be the basis of our Discussion Board and will require three (3) posts (your initial post plus responding to the post of two classmates)
- Questions will be provided for each Discussion Board.
Most of the Discussion Board articles are considered Strategy classics. The purpose of Discussion Boards is to build your skills relating what you read to real life situations, critically evaluating leadership, and applying strategic ideas to businesses you are familiar with. Your grade will be based on the clarity of your communication and ideas. The best posts will set the standard expected from other class members.

Graduate MFT Exam (Individual): All MBA students are required to take the MFT exam.
- A maximum of 40 points can be earned based on your MFT score.
- MFT scores will be standardized in order to determine your individual points.
- The ASU Testing Center oversees the scheduling of the MFT exam, which occurs towards the end of the semester.
  Note: If you cannot take this exam at ASU, it is your responsibility to find a testing center (usually at a university) and notify our Testing Center immediately.

Team Guidelines Apply to All Team Work: Teams will be created by Dr. Pate. You are expected to work collaboratively on all team assignments. Therefore, it is unacceptable to divide up the assignments within your team. Each person should read company related material and be ready to share their ideas during your team meetings. Remember being able to work collaboratively is highly valued in organizations that use teams (which is most companies today).
  Note: To avoid plagiarism all team assignments will automatically be submitted via Turnitin (a plagiarism checker) on Blackboard.

Project Company Analysis (Team): Company analysis will focus on a variety of international issues and strategic topics. Information gathered from the ASU Library, articles, or other outside sources have to be cited and referenced. Company analysis is expected to be clear and robust.
  A required role: Assign one member of your team the responsibility of submitting team assignments each week through the appropriate link in Blackboard. As a courtesy to team members, the team should be notified when the assignment has been successfully uploaded.
Project Company Selection (Team):
Company selection is on a first come/first served basis so teams should submit a first and second choice. No duplicate companies are permitted. You can select your own company but it has to meet the guidelines below and be approved by Dr. Pate. Your job is to provide strategic recommendations for a company that wants to expand internationally.

- Company headquarters has to be in the U.S.
- Company is not publicly traded.
- It has to be a single industry company.
- Your company cannot have an international presence.
- Your company analysis will be based on the six strategy tools. Each tool will be the focus of a weekly assignment.
- The companies below are considering expanding into Mexico, the UK, Canada, and Ireland
- Suggested companies:
  - HEB
  - David Weekley Homes, Headquarters Houston
  - Freddy’s Frozen Custard and Beefsteak Burgers
  - Lyft
  - Tiny Texas Houses
  - Principle LED
  - A company not on the above list has to be approved by Dr. Pate.

Final Project Company Report Format
Your team’s written report is limited to 5 pages of text, plus a list of your references and exhibits, which should include the six (6) strategy tools covered this semester. This document should be single-spaced and written in 12 point Times New Roman font, with 1-inch margins all around. One blank line should be used between paragraphs with no indentations.

Research and Data Collection
Your team is expected to go beyond the company’s website when searching for information needed to complete each strategic tool. Since these companies are not publicly traded, they are not required to make information about their financial condition public. Articles in newspapers and journals, searching business directories, consulting trade associations and searching the Internet often provides the best information.

The ASU online library is a great resource. Beware of information found in Wikipedia or little known journals that turn up in a Google search.

Report Content and Structure

Section 1 Firm Description and Strategic Challenge

Identify the firm and the critical strategic problem that you are solving. The problem should be clearly described and strategic (not just a new marketing plan). This section should be very brief (1-2 paragraphs of firm description and 1-2 sentences of problem statement).
Section 2 Macro Analysis (PESTEL and Porter’s Five Forces)

Discuss the key opportunities and threats your team identified based on a thorough PESTEL and Porter’s Five Forces analyses. Logical arguments and evidence should be presented for each statement that you make about the strength of a force (Porter’s) or the direction of a macroenvironment trends (PESTEL). This section should reflect the team assignment in weeks 2 & 3. Maximum length should be about 1 page long.

Section 3 Internal Analysis (Resources and Capabilities & VRIO)

Does this firm have a competitive advantage in its industry? Justify the firm’s competitive position within the industry with a resources and capabilities analysis. What are its core competencies? How and why do these competencies enable the firm to gain and sustain a competitive advantage? What are its weaknesses relative to its rivals? This section should be patterned on the team assignment in week 4 and should be about 1 page long.

Section 4 Alternative Strategic Recommendations

Identify two alternative strategies, based on the firms Generic Business Strategy (either Low Cost or Differentiation) that the firm could pursue to solve its strategic challenge and improve its competitive advantage. Use your SWOT analysis to develop two recommendations for your company. All recommendations should use the company’s strengths to take advantage of opportunities, overcome weaknesses, or minimize threats.

Your recommendations should be mutually exclusive (i.e. A or B, not A&B). Good examples are:

- Implement a differentiation strategy to set the firm apart from more traditional rivals. Buy smaller innovative companies in order to enhance the firm’s position as an industry leader and reduce the number of competitors.

- Attain greater market share in a mature industry (Life Cycle part of Porter’s Five Forces), by implementing a competitive low cost strategy that many rivals cannot meet.

For each alternative, describe the benefits and risks. You may not have access to sufficient data to make accurate financial projections, but make estimates and assumptions where needed. This section should be patterned on your week 5 & 6 assignments. This section should be about 2 pages long.

Section 5 Final Recommendation

Recommend one alternative strategy over the others. Identify the key risks of implementing this strategy and how you might mitigate those risks. This section should be patterned on the week 7 Value Chain in order to show how the entire company will be involved in making this recommendation successful. This section should be about 1/2 page long.
Section 6 Exhibits

Remember this is showcasing your analytical skills, critical thinking skills, decision-making skills and strategic logic. Use exhibits to support your analysis.

References

Citations and references should use APA format.

Participation/Peer Evaluations - This is an online course that requires group work. Your participation will be assessed through peer evaluations. The expectation is that every team member will contribute to the best of their ability on every assignment. A peer evaluation will be posted on Blackboard in week 7.

Late Submission of Course Assignments: All assignments are expected to be submitted on time. Late work will be deducted by one grade unless there is an unforeseen circumstance, which will be dealt with on an individual basis.

Assignment Response Time: Assignments are due on Sunday by 11:59 p.m. (end of day). All assignments will be graded within three days. Emails will typically be answered within 24 hours.

My Commitment to You

- I will respond to all e-mails within 24 hours, Monday to Friday.
- Discussion Boards are intended primarily for peer-to-peer learning, however, I do read everyone’s contribution.
- I will grade weekly written assignments within 3 working days.
- I will strive to grade assignments in a fair and equitable fashion, applying the same standards equally across all members of the class. Rubrics will be used to grade Discussion Boards and Project Company assignments.
- I will be available every Thursdays from 6:00 – 7:00 p.m. for “office hours.” My office phone number is 485-299.
- I will make every effort to make your experience in strategic management valuable and thought-provoking.
- I reserve the right to amend this syllabus as necessary.
Course Policies

ASU Academic Honesty:

The University Statement on Academic Honesty can be found at [https://www.angelo.edu/forms/pdf/Honor_Code.pdf](https://www.angelo.edu/forms/pdf/Honor_Code.pdf). Since academic integrity is expected, please refresh your knowledge if you are unfamiliar with what constitutes plagiarism prior to handing in any coursework.

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding the Academic Honor Code, which is contained in both print and web versions of the Student Handbook.

It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

**Academic integrity is expected.** This includes, but is not limited to, any form of cheating, **plagiarism**, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

**Plagiarism**

Plagiarism is taking someone else's work and using it in place of your own. You can plagiarize ideas by not citing someone else as the originator of those ideas and you can plagiarize wording (regardless of whether you give a full citation), by using the same or very close to the same wording as they used. Copying *even one sentence* of text from electronic sources, books (including the textbook), articles, and/or any other source and then including such text in your class assignments without proper reference to the original authors is plagiarism.

In regard to plagiarism in team projects, please be aware that team projects are executed by groups of people, each of whom is responsible for the product of the team. If you turn in work that is judged to have been plagiarized, you will receive a zero on that assignment and/or a reduced grade for the term. Should that work be part of a group project, all group members will receive zero credit for the project and/or a reduced grade for the term, regardless of whether or not they were responsible for the plagiarized sections.

To avoid plagiarism one must completely restate the idea behind the text in one's own words and include a complete citation. Thus, the following all qualify as plagiarism:

- Minor changes in text, with or without full citation
- Restate text in own words, without full citation.
We expect you to read and adhere to the guidelines set forward in the short document titled *Avoiding Plagiarism: Mastering the Art of Scholarship*, available online at [http://sja.ucdavis.edu/files/plagiarism.pdf](http://sja.ucdavis.edu/files/plagiarism.pdf)

**Courtesy and Respect**

Courtesy and Respect are essential ingredients to this course. We respect each other's opinions and respect their point of view at all times while in our class sessions. The use of profanity & harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, race (ethnicity), religion, etc.; violations of these rules will result in immediate dismissal from the course.

**Accommodations for Disability**

As stated in the Angelo State University Operating Policy and Procedure (OP 10.15 Providing Accommodations for Students with Disabilities), the Student Life Office is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student's responsibility to initiate such a request by contacting the Student Life Office at (325) 942-2191 or (325) 942-2126 (TDD/FAX) or by e-mail at Student.Life@angelo.edu to begin the process. The Student Life Office will establish the particular documentation requirements necessary for the various types of disabilities.

**Student Absence for Religious Holidays**

As stated in the Angelo State University Operating Policy and Procedure (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

**Course Drop**

To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit [http://www.angelo.edu/services/registrars_office/course_drop_provisions.php](http://www.angelo.edu/services/registrars_office/course_drop_provisions.php)

**Incomplete as a Course Grade**

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade I is given when the student is unable to complete the course because of illness or personal misfortune. An “I” that is not removed before the end of the next long semester automatically becomes an F. A graduate student will be allowed one year to remove a grade of “I” before it automatically becomes an F. To graduate from ASU, a student must complete all I’s.
Grade Appeal Process
As stated in the Angelo State University Operating Policy and Procedure (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at:
http://www.angelo.edu/content/files/14196-op-1003-grade-grievance

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<tr>
<th>Week/Date</th>
<th>Weekday</th>
<th>MGMT 6313 F2017 Weekly Assignments</th>
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<tbody>
<tr>
<td>Week 1</td>
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| October 23|         | 1 Introduce Yourself on Blackboard Discussion  
2 Read article "What is Strategy"  
3 Blackboard Discussion (DB #1)  
4 Read ASU Policy on Plagiarism (link pg. 7 syllabus)  
5 Visit plagiarism website http://www.plagiarism.org  
6 Read Avoiding Plagiarism(link top pg. 8 syllabus)  
7 Take Quiz #1 on plagiarism posted on Blackboard  
8 Read project company guidelines (see pg. 3 & 4 syllabus) |
| Week 2    |         |                                     |
| October 30|         | External Analysis - PESTEL  
1 Teams will be Posted Friday, October 27  
2 Confirm your company by Friday, November  
3 Read article on Ethics - On the Folly of rewarding for A, while hoping for B.  
4 Blackboard Discussion (DB #2)  
5 Watch PESTEL video  
6 Read material on PESTEL  
7 Take Quiz #2  
8 Complete PESTEL analysis for your Project company |
<p>| Week 3    |         |                                     |</p>
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<tr>
<th>Week 4</th>
<th>November 6</th>
<th>External Analysis - Porter's Five Forces</th>
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<tr>
<td></td>
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<td>1 Watch video on Porter's Five Forces</td>
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<td>2 Read Review of Porter's Five Forces</td>
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<td>3 Take Quiz #3;</td>
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<td>4 Complete Porter's Five Forces analysis for your Project company</td>
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<td>5 Read article <em>Competing for the Future</em> (DB #3)</td>
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<th>Week 4</th>
<th>November 13</th>
<th>Internal Analysis - Resources and Capabilities &amp; VRIO</th>
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<tr>
<td></td>
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<td>1 Watch Video Resources and Capabilities</td>
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<td>2 Take Quiz #4</td>
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<td>3 Complete Resources and Capabilities &amp; VRIO for your Project company</td>
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<td>5 Read article <em>Looking Inside for Competitive Advantage</em> (DB #4)</td>
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<tr>
<th>Week 5</th>
<th>November 20</th>
<th>Internal Analysis - Building Blocks and Generic Business Strategies</th>
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<tr>
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<td>1 Watch Video</td>
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<td>2 Read supplemental material</td>
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<td>3 Take Quiz #5</td>
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<td>4 Complete Building Blocks and Generic Business Strategies for your Project company</td>
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<td>5 Read article <em>Blue Ocean Strategy</em> (DB #5)</td>
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<th>Week 6</th>
<th>November 27</th>
<th>Internal Analysis - SWOT Analysis and Recommendations</th>
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<td>1 Watch video</td>
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<td>2 Read supplemental reading</td>
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<td>3 Take Quiz #6</td>
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<td>4 Read article <em>Core Competencies of the Corporation</em> (DB #6)</td>
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<td>5 Complete SWOT for your Project Company.</td>
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| Week 7 |
| December 4 | **Porter's Value Chain**  
1. Read article  
2. Watch video  
3. Complete Value Chain for your Project Company |
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<tr>
<td><strong>Week 8</strong></td>
<td><strong>Final Project Due</strong> Tuesday, December 12 @ 11:59 p.m. (CST)</td>
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<td>December 11</td>
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