“The essence of strategy is choosing what not to do.” Michael Porter

"It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories, instead of theories to suit facts." Sherlock Holmes

Instructor: Dr. Sandy Pate
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Office Hours: Mondays 1:00 – 3:00 p.m.; Wednesdays 10:00 a.m. – 1:00 p.m. or by appointment.

MGMT 4303 Course Description:
A senior business capstone course concerned with the study and development of strategy for the overall organization. The course is interdisciplinary in nature, requiring students to apply knowledge and skills learned in previous courses to solve problems of an organization operating in its social, political, legal, ethical, international, and economic environment. As part of course requirements, students will be required to submit a portfolio which provides evidence over their ASU career that the student has developed competencies, beyond subject matter knowledge, in areas such as leadership, communications, decision-making, and creativity. Students will also be required to take an examination covering the common body of knowledge of the B.B.A. degree. Prerequisites: Graduating semester and permission of the Department.


On-line Materials: Course materials not in the textbook will be made available on Blackboard.

Course Objectives:
Upon completion of this course, students will be able to:
- Demonstrate knowledge of contemporary strategic management theory and practice.
- Critically analyze and evaluate organizational goals and objectives.
- Analyze and evaluate an organization’s external environment and forces that are shaping its competitive environment.
- Analyze and evaluate an organization’s internal environment and its resources and capabilities.
- Understand and analyze the impact of globalization and technology on the organization.
- Demonstrate and understand strategic issues faced by companies through case studies.
- Demonstrate critical thinking, team work, decision making and problem solving skills through articles, business case analysis and presentations.
Understanding: Course objectives will be assessed via participation and assignments.

Critical thinking/analysis: Students will participate in cases analysis and share personal insights/perspectives as a means of attaining more viable strategies.

Communication: Requires reading assignments/cases before class, being a good listener, making relevant comments, being willing to share ideas, and clarifying key points you think are relevant. Communication skills will be practiced and honed in class.

Team building: Working with classmates on class assignments, company case analysis, and team presentations to improve collaboration and teaming skills.

COURSE OVERVIEW

Grading Components

Individual Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>MFT Exam</td>
<td>40</td>
</tr>
<tr>
<td>Participation</td>
<td>100</td>
</tr>
</tbody>
</table>

Team Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six Mini Team Presentations (10 points each)</td>
<td>60</td>
</tr>
<tr>
<td>Team Project Company Presentation</td>
<td>50</td>
</tr>
<tr>
<td>Team Project Company Paper</td>
<td>100</td>
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</tbody>
</table>

Total: 350 points

Grading Scale:

- A  90% and above
- B  80% - 89.9%
- C  70% - 79.9%
- D  60% - 69.9%
- F  Below 60%

Individual Assignments (140 Points)

Major Field Test (MFT) 40 points.

***Every student enrolled in MGMT 4303 (Strategic Management) must take the MFT exam. This exam will test your knowledge of many of the courses you have taken (e.g. Finance, Marketing, Management, Accounting, Economics, etc.). The Dean’s Office will send notification 2-3 weeks before the April exam schedule is posted.

- Taking the MFT is required for graduation.
- Failure to take the MFT exam will prohibit you from graduating.
Participation (100 points) can be earned by attending class, participating in class discussions, submitting written assignments (name and date at top), asking questions and attending the COB Career Fair in March (10 points). Since “learning by doing” is the fundamental way strategy is learned, everyone is expected to contribute. Below is a summary of how participation points can be earned. It is your responsibility to check these points on a regular basis.

- 5 points: participating
- 3 points: only attending
- 0 points: not in class

Note: COB Career Fair on Tuesday (March 20) from 11:00 a.m. – 2:00 p.m. in Houston Harte.

Team Assignments (210 Points)

Six (6) mini-presentations maximum sixty (60) total points. Teams will give six (6) mini-presentations in class explaining how each strategic tool applies to their Project Company.

- Each mini presentation will be worth 10 points and can only be 10 minutes long.
- Analytical tools must be typed and formatted correctly. A copy of your analytical tool must be provided to Dr. Pate before your team presentation.
- Feedback will be provided so teams know what is “spot on” and what should be improved.
- Once changes are made, a final copy has to be emailed to Dr. Pate before Project Time.

Selecting a Company Project

Since firm selection is based on a first come basis, please e-mail your first and second choice. No duplicates are permitted. Due January 25.

Companies to consider: Adidas, John Deere, Harley Davidson, Callaway golf clubs. Other companies can be selected but they have to be approved by Dr. Pate.

Picking your own company

- These companies cannot be selected for your final project—McDonalds; Walt Disney; Apple, Coke, Pepsi, Ford, GM, Walmart, Starbucks, and Boeing.
- Conglomerates like Berkshire Hathaway, Royal Dutch Shell Oil, Exxon Mobile, and General Electric cannot be selected.
- Ideally your company should have one or two independent suppliers and at least two buyers. For example, GM works with suppliers that provide spark plugs, instrument panels, audio equipment, tires, airbags and custom seats. Buyers include dealerships, the government, and police.
Project Company Presentation (50 Points)

Note: The audience for this presentation will be your company’s board of directors, who expect a clear strategic recommendation.

- Time: 20 -25 minutes (2 minutes under/over)
- Clearly address each analytical tool used in your report
- Do not read from notes or your PPTs
- Attire: business casual (Example posted on BB)
- **Only use** Microsoft PowerPoint slides (do not use Prezi, Google Docs, PDF formats)
- Each team member must participate
- Presentation times/days will be determined by a drawing on Thursday, April 10.

Company Project Paper (100 Points)

A bound copy of your Project Paper and an electronic copy of your PPT slides are due April 19. PowerPoint slides cannot be changed.

Company Project Paper Required Components

- Table of Contents
- Executive Summary
- Company Overview (history)
- Each strategic tool included explained and “so what” answered
  - External Analysis (industry): Macroenvironment PESTEL and Porter’s Five Forces
  - Internal Analysis (company): Resources and Capabilities/VRIO; Generic Building Blocks; Business Level Strategy (Low cost or Differentiation)
  - SWOT Analysis and Value Chain
- Two (2) Strategic recommendations based on your SWOT Analysis
- Implementation of one recommendation (Using the Value Chain as a guide)
- Cite and Reference in APA format (avoid plagiarism)

Company Project Paper Format:

- Grammatically correct and professionally written
- References and citations using APA (see page 5)
- Appendices (all models, charts, and figures included at the end of your report)
- 12-point Times New Roman font (looks like this)
- Double spaced
- Print on one side only
- 1-inch margins (1½ inches on bound side)
- Final report should be professionally bound (Print Center on campus – free; Office Depot - $4.50)
Peer Evaluations (Optional)

The Team Project Paper and Presentation grade will be the same for each team member unless all team members agree to use Peer Evaluations (example posted on BB).

Peer Evaluations will be due by May 3 by 4:00 p.m.

Peer Evaluations and your grade: Peer evaluations are averaged and used to determine the Project Company grade for each team member. For example, if team evaluations equal 90 percent of the total possible points, then that team member will earn 90 percent of the points earned on the Project Company assignments. A grade can be lowered a maximum of one letter grade. Documentation is important.

Research and Data Sources
Use a wide variety of resources but be selective. Highly respected business publications, such as the Forbes Magazine, Harvard Business Review, Fortune Magazine, The Economist, BusinessWeek and the Financial Times are recommended. The ASU online library is a great resource. Do not overuse the company’s website.

Do not use information found in these resources:
- Wikipedia
- Blogs
- 123helpme
- Slideshare
- Datamonitor
- Sources with no author, no date, or no publication source

Avoid Plagiarism: Cite and reference all of your sources.
- Not citing and referencing is a 10% reduction of total Project Paper points.
- The website below is an excellent resource for APA formatting.
  http://owl.english.purdue.edu/owl/resource/560/01/

Academic Plagiarism
Plagiarism is an act of fraud. It involves both stealing someone else's work, words, or ideas and lying about it afterward.

All of the following are considered plagiarism:
- Turning in someone else's work as your own
- Copying words or ideas from someone else without giving credit
- Failing to use quotation marks and not citing
- Giving incorrect information about the source of a quotation
- Changing words but copying the sentence structure of a source without giving credit

If you are unclear about what is or is not plagiarism, please visit this site http://plagiarism.org/
College of Business Our Core Values

Appreciation for Diversity

We embrace and appreciate the value of diversity in an organization, believing that diversity is a strength that should be welcomed and encouraged in the workplace. We recognize that diversity is a key feature of the global business environment, which embodies a wide array of cultural differences.

Ethical Behavior

We seek to promote the highest level of ethical standards among our students, faculty, administrators and professional staff. This value is expressed in the College of Business Code of Ethics:

Students, faculty, administrators and professional staff of the College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

Academic Engagement

We support and encourage the education of our students by a faculty which is actively engaged in scholarship focused on business and management. We also seek to promote a collegiate environment characterized by positive interaction and engagement among our students, faculty, administrators, professional staff and business practitioners.

Social Responsibility

We acknowledge and support the corporate responsibility of business to consider the impact of its activities on the society and environment in which it operates, particularly the issue of sustainability.

Excellence

We are committed to excellence by demonstrating leadership in the College and University, leveraging our resources, and engaging in continuous improvement.

ASU Academic Honesty:
The University Statement on Academic Honesty can be found at 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.

Course Policies

Academic Honesty and Integrity
Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code and the ASU 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.

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, lifestyle, 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
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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

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