Strategic Management in a Global Environment

Instructor Information

Dr. Sandy Pate
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Class Time: All assignments are due on Sunday 11:59 p.m. (end of day).
Weekly Office Hour: 5:00 – 6:00 p.m. on Thursday evening. This time will be used to explain assignment expectations due on Sunday and answer any team questions submitted via email. The location of the video conference is in the College of Business, which would allow some of you, who live locally to attend.

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 Materials

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 (15%)

**Individual:** Discussion Board articles (6 x 15 points) 90 points (22%)

**Individual:** MFT Exam (required for graduation) 40 points (10%)

**Team:** Project Company Analysis (6 x 20 points each) 120 points (29%)

**Team:** Final Project Company Paper 100 points (24%)

**Total Points:** 410 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
Weekly MGMT 6313 course assignments will be available at 8:00 a.m. on Monday and are due on Sunday, end of day (11:59 p.m.) Central Standard Time (CST).

Quizzes (Individual) 60 Points: 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) 90 Points:
- There will be six (6) Discussion Boards worth 15 points each.
- Most of the Discussion Board articles are considered Strategy classics.
- Each Discussion Board requires three (3) posts (your initial post plus responding to the post of two classmates)
- Discussion Boards are graded according to rubric guidelines.
The best posts will set the standard expected from other class members.

Graduate MFT Exam (Individual) 40 Points: All MBA students are required to take the MFT exam in order to graduate.
- A maximum of 40 points can be earned based on your MFT score.
- MFT scores will be standardized in order to determine 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.

Weekly Project Company Assignments (Team) 120 Points
Six weekly project company assignments, worth 20 points each, are the foundation for your final project. At the end of each weekly assignment, teams must answer the question “So What” is important to remember about your analysis. Practice is the best way to learn the value of this simple question.

Final Project Company Paper (Team) 100 Points.
PrivCo is a website that provides information on privately held companies. The PrivCo link will be sent the first day of class. On page 4 of our syllabus are “tips” for Choosing a Project Company. The final project is due at the end of the Semester (see class schedule).

Teams: Eleven teams of four have been created. A message will be sent on Monday, clarifying how you find your team. Team member roles should be assigned in Week 1.
Team Roles:
- Assign one member (typically the Project Manager) the responsibility of submitting the team assignments each week via Blackboard. All project assignments should include the name of your team and all team members. As a courtesy, the Project Manager should notified the team when the assignment has been successfully uploaded.
• **Project Manager**: Typically the person who submits all assignments. Ensures that things are done on time. Helps when and where needed.

• **Editor**: Ensures papers are grammatically correct, analytical tools correctly formatted and references used APA formatting are formatted. APA website [https://owl.english.purdue.edu/owl/resource/560/10/](https://owl.english.purdue.edu/owl/resource/560/10/)

• **Researcher**: Likes searching for information online. All team members can contribute to this. (See comments below under research and data collection).

• **Financial/Accounting Expert**: Know where to find financial information and what it means. Since project companies are privately owned, this person is invaluable.

### Choosing a Project Company (Team):

Since company selections are based on first come first served, teams should submit a first and second choice. Your company has to meet the guidelines below. **Your team’s job** is to provide strategic recommendations for a privately held company that wants to expand internationally.

- Pick a company that appeals to your team.
- Retailers that sell products you can hold and manufactures are the easiest companies to use for your project.
- Headquarters is in the U.S.
- Company is privately held, **not** publicly traded.
- Your Company’s Suppliers, Buyers, and Rivals are easy to find.
- Your company has to be in a single industry.
- Your company wants to expand internationally into Mexico, Canada, Germany, Sweden or Ireland.

### Companies to avoid:

- Companies that do not have an informative website.
- Companies that already have a strong international presents.
- IT companies, oil and gas companies, services companies.
- Companies that are very small or very large.
- Pick a company that is “doable.” We only have 8 weeks!

### 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, their financial information does not have to be public. Articles in newspapers, journals, business directories, trade associations and posted on the Internet often provides the best information.

The ASU online library is a great resource for information on privately held companies.

- **PrivCo** Available from ASU online Library. A link will be sent to you on Monday. PrivCo specializes in privately held companies. The ASU Online Library also has articles, or other outside sources must be cited and referenced. Company analysis is expected to be clear and robust.
Final Project Company Report Guidelines

- Maximum of two (2) pages using Times New Roman, 12-point font, double spaced, and 1-inch margins
- References have to be in APA format
- The appendix had to include all six (6) strategy tools covered during the semester
- Papers are expected to be professionally written and grammatically correct
- Your final project will include the six strategy tools completed as weekly assignments. (Each tool will be the focus of a weekly assignment. See class schedule)

References – Six Analytical Tools

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 have to be in APA format.

Participation/Peer Evaluations - This is an online course that requires collaborative team work. Your team participation will be assessed through peer evaluations, which will be submitted with your final project. My expectation is that every team member will contribute to the best of their ability on every assignment.

Peer Evaluation: At the end of the semester, teams will complete a very simple peer evaluation. Each team member will either confirm that all team members shared in the work equally and deserved full credit for their work. If a team member believes another team member did not do their share of the work, they will be given a 5% deduction on their teamwork grade.

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 by Thursday of each week. 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 before my Office House on Thursdays.

• 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 Board, Weekly Project Company, and Final Project Paper assignments.

• I will be available every Thursdays from 5:00 – 6:00 p.m. for “office hours.” I will send detailed information regarding how you can join in discussion. My goal is to answer questions directly instead of using email.

• 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. 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
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.

**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 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
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<th>Week/Date</th>
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<th>MGMT 6313 F2017</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td></td>
<td>Weekly Assignments</td>
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<tr>
<td>March 19</td>
<td></td>
<td>1 Read article &quot;What is Strategy&quot;</td>
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<td>2 Blackboard Discussion (DB #1)</td>
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<td>3 Read ASU Policy on Plagiarism (link pg. 7 syllabus)</td>
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<td>4 Visit plagiarism website <a href="http://www.plagiarism.org">http://www.plagiarism.org</a></td>
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<td>5 Read Avoiding Plagiarism(link top pg. 8 syllabus)</td>
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<td>6 Take Quiz #1 on plagiarism posted on Blackboard</td>
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<td>8 Read project company guidelines (see pg. 3 &amp; 4 syllabus)</td>
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<td>9 Confirm your Project Company by end-of day on Sunday, March 25.</td>
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<td><strong>Week 2</strong></td>
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<td>External Analysis - PESTEL</td>
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<td>March 26</td>
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<td>1 Read article on Ethics - On the Folly of rewarding for A, while hoping for B.</td>
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<td>2 Blackboard Discussion (DB #2)</td>
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<td>3 Watch PESTEL video</td>
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<td>4 Read material on PESTEL</td>
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<td>5 Take Quiz #2</td>
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<td>6 Complete PESTEL analysis for your Project company</td>
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<td><strong>Week 3</strong></td>
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<td>External Analysis - Porter's Five Forces</td>
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<td>April 2</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 Competing for the Future (DB #3)</td>
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<td><strong>Week 4</strong></td>
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<th>Week</th>
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| Week 5 | April 16   | Internal Analysis - Building Blocks and Generic Business Strategies | 1 Watch Video  
2 Read supplemental material  
3 Take Quiz #5  
4 Complete Building Blocks and Generic Business Strategies for your Project company  
5 Read article *Blue Ocean Strategy (DB #5)* |
| Week 6 | April 23   | Internal Analysis - SWOT Analysis and Recommendations | 1 Watch video  
2 Read supplemental reading  
3 Take Quiz #6  
4 Read article *Core Competencies of the Corporation (DB #6)*  
5 Complete SWOT for your Project Company. |
| Week 7 | April 30   | Porter's Value Chain                      | 1 Read article  
2 Watch video  
3 Complete Value Chain for your Project Company                                |
| Week 8 | May 7      | Final Project Due                         | Tuesday, May 8 @ 11:59 p.m. (CST)                                       |