MGMT 4303 – Strategic Management

Course Description/Overview
This is 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, international, economic and ecological environment. Students will also be required to take an examination covering the common body of knowledge of the BBA degree.

Prerequisite Knowledge
Senior standing, completion of all business core courses, and English or Comm. 3352.

Course Technology
Students should be familiar with the use of word, excel and PowerPoint (or other acceptable presentation) software.

Class Meeting Times
Online

Technical Support
The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

Faculty/Instructor Information

<table>
<thead>
<tr>
<th>Name: E-mail:</th>
<th>Larry Hettick <a href="mailto:lhettick@angelo.edu">lhettick@angelo.edu</a></th>
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</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Management and Marketing</td>
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<tr>
<td>Fax:</td>
<td>(325) 942-2384</td>
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Office Hours

Day and Time: By appointment

Location: Rassman 243

Course Objectives

Learning Objectives:

Demonstrate analytical thinking, critical analysis, problem solving, use of technology and use of current information resources in the research and preparation of a professional-quality business case study by:

a. Critically analyzing and evaluating organizational mission statements and major organizational goals.

b. Scanning and evaluating an organization’s external competitive environment.

c. Scanning and evaluating an organization’s external general environment.

d. Critically analyzing and evaluating an organization’s internal operating environment.

e. Evaluating the strength of an organization’s competitive advantage.

f. Analyzing and evaluating the effectiveness of an organization’s functional, competitive, and corporate strategies.

Demonstrate competency in team building skills as well as interpersonal, oral and written communications by preparing and presenting a professional-quality business case study in both written and presentation formats.

Course Philosophy and Additional Skills Developed: This class and the assignments have been developed to engage students in discussion, small group work, and other activities to actively engage your participation. Therefore, the following ground rules are applied to the course:

1. Active participation - Everyone – including the students and the professor, will actively participate in the class on a daily basis. A portion of your course grade (as much as one full letter grade) depends on your active involvement in the course, and your group contributions will be measured by your peers on the group project.
2. Cooperation and Mutual Respect - As leaders, we must learn to create an atmosphere of trust in our work teams. This means appreciating the unique set of experiences, beliefs and values each member brings to class. Another important element of trust and respect is listening. Good leaders are notable for the ability to listen to others and ask meaningful questions. Respectful turn-taking in both sharing and listening is expected.

3. Creativity – You will be challenged to create new thought. When we think through something for the first time, we are creating our logic, purposes and reasons for thinking. We are making new assumptions. We are forming new concepts. We are asking new questions. We are making new inferences. We are working out a problem in a direction that is new to us.

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

5. Individual accountability – All members of the class will be held responsible for their own learning as well as the learning within their individual project teams. No member of any team should feel that he/she is doing more or less than an equal share of the project. Therefore, each team will be given the opportunity to sanction non-contributing team members through the following process: 1) verbal warning by the group with the professor as witness; 2) written warning by the team with a copy submitted to the professor; and 3) firing by the team by unanimous vote and sufficient written documentation provided to the professor.

Course Textbook and Required Readings

David, 16th edition, Strategic Management.

See link for online book on blackboard.

Other readings are assigned in a timely manner as needed and are provided to you as PDF, MS Word format, or a link to an online resource will be provided.

Grading Policies

This course employs the following to measure student learning:

Individual case assignment - 30%;
Major Field Test – 10%;
Chapter Quizzes – 10%
Team Case - 30%;
Team Case Presentation - 10%;
Career builder (Foliotek) – 10%
IMPORTANT: ALL TEAM PROJECTS (TEAM CASE AND PRESENTATION) WILL BE GIVEN ONE GRADE; HOWEVER, INDIVIDUAL GRADES ON TEAM PROJECTS ARE DETERMINED BY A PEER EVALUATION PROCESS.

The final team presentation will be submitted with narrated, voice-over PowerPoints. Due dates are noted on the Course Outline shown at the end of this syllabus, and are subject to change.

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

A = 90 – 100 %
B = 80 – 89 %
C = 70 – 79 %
D = 60 – 69 %
F = 59 % and below.

Response Time
Individual and team case analyses will be graded and returned to the students within one week of the assignment due date. E-mail or phone questions will generally be answered within 24 hours. For faster response, you may call me or text me on my mobile phone. I will answer my mobile voice mail but seldom reply to office phone voice mail messages.

Missed/Late Work
Late assignments will be penalized one letter grade per class day.

Participation/Absenteeism
Peer evaluation of your performance as a team member will include participation.

Final Exam
There are no exams in this class, only chapter quizzes to promote your understanding of the text material. Your three individual cases serve as a midterm exam. In lieu of a final exam, the culminating event will be the presentation of the team case and analysis.
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, life style, race (ethnicity), religion, etc.; violations of these rules will result in immediate dismissal from the course.

Accommodations for Disability
ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs 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 emailing studentservices@angelo.edu, or by contacting:

Mrs. Dallas Swafford
Director of Student Development
Office of Student Affairs
University Center, Suite 112
325-942-2047 Office
Summer
325-942-2211 FAX
Dallas.Swafford@angelo.edu

**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](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance).
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<tr>
<th>DATE</th>
<th>ACTIVITY</th>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td>July 10</td>
<td>Register for MyLab including Foliotek. Read Chapter 1 and complete quiz 1. Pick a company for your individual case study from the approved list. (See the Course Documents link under the Learning Materials header on Blackboard)</td>
<td>Understanding of key terms the stages of strategic management, including the strategic management model.</td>
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<td>July 11</td>
<td>Read Chapter 2 and complete quiz 2. Re-write the Hershey Company Mission Statement. Label each of the nine important mission statement elements (discussed in the text) in your revised statement. Submit the revised statement and all future assignments under the Assignments tab on Blackboard.</td>
<td>Writing Mission Statements. Critically analyzing and evaluating organizational mission statements and major organizational goals.</td>
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<td>July 12</td>
<td>Read Chapter 3 and complete quiz 3. Using Excel, create an EFE Matrix for your individual case study company following the instructions on page 77-78 in your textbook. See the instructions also for this assignment found under the assignments tab. Save the EFE for later use as part of your individual case assignment 1.</td>
<td>Understanding of how the external environment impacts strategic planning, with additional focus on the competitive environment. Critically analyzing and evaluating organizational mission statements and major organizational goals.</td>
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<td>July 13</td>
<td>Complete a Competitive Profile Matrix (CPM) for your individual company following the instructions on pages 78-81 in your textbook. Re-write a mission statement for your company, using and labeling each of the 9 mission statement elements on p. 48 of your text. <strong>Teams should have assigned individual work and deadlines for the team project by COB (11:59 PM). See the team case grading sheet under course documents to allocate workloads. Team members and company assignments are found under the “Submit Assignments Here” link.</strong></td>
<td>Understanding of how the external environment impacts strategic planning, with additional focus on the competitive environment. Critically analyzing and evaluating organizational mission statements and major organizational goals.</td>
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<td>July 16</td>
<td>Add 1-2 pages of text to your individual case EFE - explaining why you chose, rated, and ranked the elements in the EFE. Create a title page, then add the old and revised mission statement, the expanded EFE, and the CPM to complete Individual Assignment 1. <strong>Submit the mission statement, EFE and CPM as Individual Assignment 1 before midnight.</strong></td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation.</td>
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<td>July 17</td>
<td>Read chapter 4 and complete quiz 4. Complete an Internal Factor Evaluation (IFE) Matrix for your company's individual case following the instructions on pages 116-118. Save the IFE for individual assignment 2.</td>
<td>Understanding of the internal functions in strategic planning.</td>
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<td>July 18</td>
<td>Using MSN Money Central or Mergent, complete the Financial Ratio Worksheet for your individual company; see instructions under the assignments tab for how to find financial ratios. The ratio worksheet is found under the Course Documents tab. <strong>Submit the EFE and Financial Ratios worksheet as Individual Assignment 2 before midnight.</strong></td>
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<td>July 19</td>
<td>Read Chapter 5 and complete quiz 5. Watch the video &quot;Writing your team case&quot; found under the submit assignments tab. Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 20</td>
<td>Read Chapter 6 and complete quiz 6. Using instructions on pages 171-173, create a SWOT matrix for individual case company, with a minimum of 5 factors each for S, W, O, and T. Then create three strategies each for So, ST, WO, and WT as shown in figure 6-3 for your individual company. Save for future use. Do NOT complete a SPACE matrix. Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 23</td>
<td>Using instructions on pages 178-181, complete a BCG Matrix for your company, using either products or divisions for each of the four quadrants. You may cite external market share sources or use internal revenue numbers to justify your positioning in each quadrant. Using instructions on pages 181-184, complete an IE Matrix for your company. Save the BCG and the IE matrices for future use. Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 24</td>
<td>Complete any revisions needed from instructor feedback on individual assignments 1 and 2 as preparation for individual assignment 3. Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 25</td>
<td>Using instructions on pages 185-188, complete a Grand Strategy Matrix and a QSPM for your company. Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 26</td>
<td><strong>Assemble Individual Assignment 3 and submit it by midnight. The Individual Case Grading Sheet and Grading / Performance rubrics are shown under the course documents link.</strong> Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<td>July 27</td>
<td>Read Chapter 7. Complete Quiz 7. Read Chapter 8. Complete Quiz 8. Read &quot;How to Prepare and Present a Case Analysis&quot; on pages 357-367 and discuss these within your group. Review progress on group project. Understanding of internal functions in the implementation of strategic plan; understanding of the importance of review and evaluation of strategic plan. Demonstrate analytical thinking, critical analysis, problem solving, use of technology and use of current information resources in the research and preparation of a professional- quality business case study.</td>
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<td>July 30</td>
<td>Read Chapter 9. Complete Quiz 9. Team Work Day (Group Project) Using analytical, critical and problem solving skills for creativity strategic planning purposes. Understanding team processes needed for completion of project.</td>
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<td>July 31</td>
<td>Team Work Day</td>
<td>Demonstrate analytical thinking, critical analysis, problem solving, use of technology and use of current information resources in the research and preparation of a professional-quality business case study.</td>
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<td>August 1</td>
<td>Complete and submit the team case situation background. See grading rubric, sample sections (for Tesla), and case background instructions under the submit assignments tab.</td>
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<td>August 2</td>
<td>Team Work Day</td>
<td>Understanding team processes needed for completion of project</td>
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<tr>
<td>August 3</td>
<td>Team Work Day</td>
<td>Understanding team processes needed for completion of project</td>
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<td>August 6</td>
<td>Complete and submit the team case analysis- adding it as part two of your project to the background information you submitted. See grading rubric, and sample sections (for Tesla) under the submit assignments tab.</td>
<td>Understanding team processes needed for completion of project</td>
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<td>August 7</td>
<td>Team Work Day. Complete and submit your team’s PowerPoint presentation.</td>
<td>Demonstrate analytical thinking, critical analysis, problem solving, use of technology and use of current information resources in the research and preparation of a professional-quality business case study.</td>
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<td>August 8</td>
<td>Last day of class. Complete your peer evaluations for group performance and submit under the assignments tab. All Foliatek assignments must be complete (see FolioTek tab) and you should have taken your MFT. Each of these is worth 10% of your grade. The exit interview is a graduation requirement.</td>
<td>Understanding team processes needed for completion of project. Understanding elements of career development.</td>
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