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

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San Ángelo, TX 76909
USA
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Phone: (325) 942-2383, Ext. 231
Fax: (325) 942-2384
**Office Hours**

**Day and Time:** Monday and Wednesday: 11:00 - 12:00; 3:00 – 4:00 pm  
Tuesday and Thursday: 11:00 am – 12:00; 1:30 – 3:00 pm  

**Location:** Rassman 241

**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 course is designed to balance discussion and interaction with traditional lectures. Research has established that providing opportunities for active learning in the classroom usually improves the overall learning a student takes away from a course. Furthermore, the skills outlined below are critical to developing a desire for life-long learning required to succeed in your career of choice. With this in mind, this class and the lectures 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 - students, professor, and visitors - will actively participate in the class on a daily basis. Attendance is not only expected, but imperative. A portion of your course grade will be dependent upon your active involvement in the course.**
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 to 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.

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**Course Textbook and Required Readings**


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 – 20% (Part I – 5; Part II – 5; Part III – 10)
- Major Field Test – 10%;
- Chapter Quizzes – 10 @ 1 pt. each
- Team Case - 30%;
- Team Case Presentation - 10%;
- Digital badges – 2 @ 5% each
- Foliotek – 10%
Details concerning each component are covered on blackboard.

**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 via Skype with voice-over powerpoints.

Due dates are noted on the Course Outline.

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.

**Class Café**

There will be a discussion board on the blackboard which is meant to simulate an in-class discussion. I will post questions/videos/cases that I think would be beneficial to further discussion and understanding of the course materials. I would encourage you to contribute to the discussions. Although they are not part of your grading scheme, it would be highly useful to you in terms of any “rounding” at the end of the semester.

**Response Time**

Individual and team case analyses will be graded and returned to the students within two weeks of the assignment due date.

**Missed/Late Work**

Late assignments will be penalized one letter grade per class day. This does not include quizzes or class café discussions which are not accepted after the due date.

**Participation/Absenteeism**

Peer evaluation of your performance as a team member will include participation in meetings, timely completion of your assigned responsibilities and consideration of your other team peers.

**Final Exam**

The final exam 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
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](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance).
# Course Outline

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
<th>OBJECTIVE</th>
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</thead>
<tbody>
<tr>
<td>August 27</td>
<td>Welcome; Foliotek Presentation</td>
<td>Developing analytical and written communication skills</td>
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<tr>
<td></td>
<td>Introduction to course</td>
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<tr>
<td>September 5</td>
<td>Chapter 1; Mission Statement for Hershey's due next class; Team assignments; Quiz Chapter 1 due the day before class.</td>
<td>Understanding of the strategic planning process; team processes</td>
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<td></td>
<td>Chapter 2; Discussion of mission statement for Hershey's; EFE for Hershey's due next class; assignment of team cases; Quiz Chapter 2 due the day before class. Class Café Discussion</td>
<td>Writing Mission Statements; Critically analyzing and evaluating organizational mission statements and major organizational goals</td>
</tr>
<tr>
<td>September 12</td>
<td>Chapter 3: Discussion of EFE for Hershey's; IFE due next class; Quiz Chapter 3 due the day before class. Class Café Discussion</td>
<td>Understanding of how the external environment impacts strategic planning given current international conditions</td>
</tr>
<tr>
<td>17</td>
<td>Part I Individual Case Discussion</td>
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<tr>
<td>19</td>
<td>Individual Case Part I due</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
</tr>
<tr>
<td>24</td>
<td>Chapter 4; Discussion of IFE for Hershey's; Quiz Chapter 4 due the day before class. Class Café Discussion</td>
<td>Understanding of the internal functions in strategic planning</td>
</tr>
<tr>
<td>26</td>
<td>Chapter 5; Discussion of strategies; Quiz Chapter 5 due the day before class. Class Café Discussion</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<tr>
<td>October 1</td>
<td>Individual Case Part II is due</td>
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<tr>
<td>3</td>
<td>Chapter 6; Discussion of SWOT and SPACE for Hershey's; Quiz Chapter 6 due the day before class. Class Café Discussion</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
</tr>
<tr>
<td>8</td>
<td>Chapter 6; Discussion of BCG, IE and QSPM for Hershey's</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
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<tr>
<td>Date</td>
<td>Event</td>
<td>Discussion Points</td>
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<tr>
<td>10</td>
<td>Individual Case Part III Discussion</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
</tr>
<tr>
<td>15</td>
<td>Chapter 7;&lt;br&gt;Quiz Chapter 7 due the day before class.</td>
<td>Understanding of internal functions in the implementation of strategic plan&lt;br&gt;Understanding the importance of career planning</td>
</tr>
<tr>
<td>17</td>
<td>Chapter 8 &amp; 9;&lt;br&gt;Quiz on Chapters 8 &amp; 9 due the day before class.</td>
<td>Understanding of internal functions in the implementation of strategic plan; understanding of the importance of review and evaluation of strategic plan</td>
</tr>
<tr>
<td>22</td>
<td>Team Work Day;&lt;br&gt;Quiz Chapter 10 due</td>
<td>Understanding of internal functions in the implementation of strategic plan</td>
</tr>
<tr>
<td>24</td>
<td>Individual case Part III due</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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<tr>
<td>29</td>
<td>Team Case Situational Analysis Discussion</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. Understanding team processes needed for completion of project</td>
</tr>
<tr>
<td>31</td>
<td>Team Case Situational Analysis Discussion</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. Understanding team processes needed for completion of project</td>
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November 5

Team Case Situational Analysis Discussion

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. Understanding team processes needed for completion of project

November 7

Team Case Situational Analysis due; both a hardcopy and electronic copy is required

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. Understanding team processes needed for completion of project

November 12

Team Case Analysis Discussion Foliotek is due

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

- Critically analyzing and evaluating organizational mission statements and
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<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>14</td>
<td>Team work day</td>
<td>Understanding team processes needed for completion of project</td>
</tr>
<tr>
<td>19</td>
<td>Team Case Analysis Discussion</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&lt;br&gt;  - Critically analyzing and evaluating organizational mission statements and major organizational goals.&lt;br&gt;  - Scanning and evaluating an organization's external competitive environment.&lt;br&gt;  - Scanning and evaluating an organization's external general environment.&lt;br&gt;  - Critically analyzing and evaluating an organization's internal operating environment.&lt;br&gt;  - Evaluating the strength of an organization's competitive advantage.&lt;br&gt;  - Analyzing and evaluating the effectiveness of an organization’s functional, competitive, and corporate strategies.&lt;br&gt;  Understanding team processes needed for completion of project</td>
</tr>
<tr>
<td>21</td>
<td>Team Case Analysis Discussion <strong>Badges are due</strong></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&lt;br&gt;  - Critically analyzing and evaluating organizational mission statements and major organizational goals.</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
<td>Details</td>
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<tr>
<td>26</td>
<td>Team work day</td>
<td>Understanding team processes needed for completion of project</td>
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<tr>
<td>28</td>
<td><strong>Team Case Analysis due</strong></td>
<td>Understanding team processes needed for completion of project</td>
</tr>
<tr>
<td>December 3</td>
<td>Team work day – prepare for oral presentation</td>
<td>Understanding team processes needed for completion of project</td>
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<tr>
<td>December 5</td>
<td>Team work day – prepare for oral presentation</td>
<td>Understanding team processes needed for completion of project</td>
</tr>
<tr>
<td>December 10</td>
<td>Team Case Presentations</td>
<td>Developing oral communication skills required for presentation of final project</td>
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</table>

**NOTE:** All chapter and case assignments are international in scope.