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 will typically respond within 24 hours (except for weekends).

Class Time: All assignments are due on Sunday 11:59 p.m. (end of day).
Weekly Office Hour: 5:30 – 6:30 p.m. on Thursday evening. Designated time to explain assignment expectations and answer questions.

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 Textbook


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:** Discussion Board (6 x 20 points) 120 points (34%)

**Individual:** MFT Exam (required for graduation) 40 points (12%)

**Team:** Project Company Analysis (6 x 20 points each) 120 points (34%)

**Team:** Final Project Company Paper 70 points (20%)

**Total Points: 350 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 company project assignments** will be posted by noon (12:00 p.m.) on Monday and are due on Sunday, end of day (11:59 p.m.) Central Standard Time (CST).

**Late Submission of** weekly assignments: All assignments are expected to be submitted on time. Late work will be deducted by one grade.
Discussion Board (Individual) 120 Points:

- There will be six (6) Discussion Boards worth 20 points each.
- The Discussion Board questions are based on information from assigned textbook chapters.
- Each Discussion Board requires three (3) posts.
  - Your initial post which is due by end-of-day Thursday.
  - Two posts responding to classmates, which is due by end-of-day on Sunday.
- Discussion Boards are graded according to rubric guidelines.

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.
  
  **Note:** If you cannot take this exam at ASU, it is your responsibility to find a testing center (usually at a university) that will proctor your MFT. As soon as you have these offsite arrangements confirmed notify the ASU Testing Center.

  **Remember** you cannot graduate if you have not taken the MFT exam.

Six Weekly Project Company Assignments (Team) 120 Points

These six weekly project assignments, which are worth 20 points each. The foundation of your weekly team paper is explaining how the assigned textbook strategy can help your privately held company expand into the country you chose (Mexico or Canada).

Final Project Company Paper (Team) 70 Points.

Your six weekly project company assignments are the foundation for your final project. Each team will be expected to consolidate their weekly work into a final recommendation for your company’s board. Teams will apply strategic ideas from our textbook to form business recommendations that will make your company’s international expansion more successful.

Week 1

- Teams are formed
- Introduce yourself to the class
- Select your privately held company for their semester project
- Confirm your country for international expansion (Mexico or Canada)
- Designate team member roles
- Team Roles:
  - **Project Manager:** responsible for submitting weekly team assignments via Blackboard. Include the name of your company, the name if each team member and your country. Notifies the team when the assignment is successfully submitted.
  - **Editor:** Ensures papers are grammatically correct.
  - **Researcher:** Likes searching for information online. All team members can contribute to this.
  - **Financial/Accounting Expert.** Knows where to find financial information and what it means. Since project companies are privately owned, this person is invaluable.
Use PrivCo (link below) to select a privately held project company. PrivCo features some of the most popular companies on their home page. However, if your team uses the advanced search on Private Companies, you get access to hundreds of companies.

This link is to PrivCo https://www-privco-com.easydb.angelo.edu/dashboard.

**Choosing a Project Company (Team):**
Since company selections are based on first come first served, teams should submit a first and second choice. **Your team’s job** is to provide strategic recommendations for a privately held company that wants to expand internationally.
- Pick a company from the PrivCo database.
- Select a company that sells a product or a manufacture.
- Company Headquarters **must be** in the U.S.
- Your Company’s Suppliers, Buyers, and Rivals are easy to identify.
- Your company has to be in a single industry.
- Your company plans to expand into Mexico or Canada (no other countries are an option).

**Research and Data Collection**
The ASU online library is a great resource for information on privately held companies.

PrivCo is available from ASU online Library.
Go to the Databases tab on the library home page, click on A-Z, then P, you should be able to open and copy the url

**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
- Papers are expected to be professionally written and grammatically correct

**NOTE:** This is an online course that requires collaborative work.

Each team member is expect to do their share of the work. Team member are expected to work out any differences.

If you feel strongly that someone did not to their part, clear documentation will have to be provided at the end of the semester.

**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 except on weekends.
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
- 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

**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://w
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<th>Week/Date</th>
<th>Weekly Assignments</th>
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<tr>
<td>October 22</td>
<td>Read the syllabus</td>
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<td>Self Introductions</td>
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<td>Join a group</td>
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<td>Confirm your project company (PrivCo)</td>
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<td>Confirm your country (Mexico or Canada)</td>
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<td>Week 2</td>
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<td>October 28</td>
<td>Read Chapter 2 - Strategy and Performance</td>
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<td>Company project paper due</td>
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<td>Discussion Board (DB 1)</td>
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<td>Week 3</td>
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<td>November 4</td>
<td>Read Chapter 3 - Analyzing the External Environment</td>
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<td>Week 4</td>
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<td>November 11</td>
<td>Read Chapter 4 - Analyzing an Industry</td>
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<td>November 18</td>
<td>Read Chapter 5 - Analyzing an Organization's Strategic Resource Base</td>
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<td>Discussion Board (DB 4)</td>
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<td>November 25</td>
<td>Read Chapter 6 - Formulating Business Unit Strategy</td>
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<td>Discuss Board (DB 5)</td>
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<td>Week 7</td>
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<td>December 2</td>
<td>Read Chapter 8 - Global Strategy Formulation</td>
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<td>December 9</td>
<td><strong>Final Project Due Monday</strong>, December 10 @ 11:59 p.m. (CST)</td>
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www.angelo.edu/content/files/14196-op-1003-grade-grievance