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
Mondays and Wednesday 12:00 – 1:15, RAS 111

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

Name: E-mail: Larry Hettick lhettick@angelo.edu
Department: Management and Marketing
Address: P. O. Box 10891
San Angelo, TX 76909 USA
Office: RAS 243
Phone: (325) 486-6094 (office) (559-942-0062 (Mobile)
Office Hours

**Day and Time:** Monday to Thursday from 10:00 to 11:00 AM, M/W 1:30- 2:45, and T/R 1-2. Other times by appointment.

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**


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 and Career Fair) – 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.

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. You peer reviews can affect your group project scores by as much as 50% of the total points on the two group projects, making this rating worth 20% of your final course grade.

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, lifestyle, 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
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.

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.
## Course Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
<th>Additional Details</th>
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<tbody>
<tr>
<td>14-Jan</td>
<td>Welcome. Writing a Case Situation Analysis; Introduction to course</td>
<td>Developing analytical and written communication skills</td>
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<tr>
<td>16-Jan</td>
<td>Discussion of Career Fair, resumes and interviewing</td>
<td>Understanding career development</td>
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<td>21-Jan</td>
<td>MLK Holiday</td>
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<tr>
<td>23-Jan</td>
<td>Chapter 1 Quiz and Lecture</td>
<td>Understanding of the strategic planning process; team processes. Choose Teams.</td>
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<tr>
<td>28-Jan</td>
<td>Chapter 2 Quiz and Lecture; Discuss personal vision statement &amp; mission statement. Discuss individual case assignment I.</td>
<td>Writing Mission Statements; Critically analyzing and evaluating Understanding team processes needed for completion of project.</td>
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<tr>
<td>30-Jan</td>
<td>Team Work Day. Choose company for team case study project and create project plan.</td>
<td>Understanding team processes needed for completion of project.</td>
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<tr>
<td>4-Feb</td>
<td>Chapter 3 Quiz and Lecture: Discuss EFE. Signups for resume review.</td>
<td>Understanding of how the external environment impacts strategic planning given current international conditions</td>
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<tr>
<td>6-Feb</td>
<td>Chapter 4 Quiz and Lecture; Discuss IFE</td>
<td>Understanding of the internal functions in strategic planning</td>
</tr>
<tr>
<td>11-Feb</td>
<td><strong>Individual Case Part 1 due.</strong> Bring paper copy to class. No lecture.</td>
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<tr>
<td>13-Feb</td>
<td>Chapter 5 Quiz and Lecture; Discuss individual case part 2.</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
</tr>
<tr>
<td>18-Feb</td>
<td>Chapter 6 Quiz and Lecture; Discussion of SWOT, BCG, IE and QSPM</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
</tr>
<tr>
<td>20-Feb</td>
<td>Continue discussion of chapter 6 planning tools. Review requirements for individual case part 3.</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
</tr>
<tr>
<td>25-Feb</td>
<td><strong>Individual Case Part 2 due, paper copy in class.</strong> Chapter 7 Quiz Due. Class Lecture on Financial Statements and Ratio Analysis.</td>
<td>Understand how financial statements are related and how to determine ratios.</td>
</tr>
<tr>
<td>27-Feb</td>
<td>Feb 26 and Feb 27: Job Fair 101 Lunch 12:30-1:30 Location TBD. No class on Feb 27.</td>
<td>Extra Credit Opportunity</td>
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<tr>
<td>28-Feb</td>
<td>Mock Interviews 3:30- 5:00 PM. Etiquette Dinner Location TBD.</td>
<td>Extra Credit Opportunity</td>
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<tr>
<td>4-Mar</td>
<td>Part III expectations discussion. Chapter 7-9 Discussion and Lecture.</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
</tr>
<tr>
<td>6-Mar</td>
<td>Chapter 7-9 Discussion and Lecture continued. Chapter 8 Quiz Due.</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
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<tr>
<td>11-Mar</td>
<td>Spring Break</td>
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<td>Date</td>
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<td>Details</td>
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<tr>
<td>18-Mar</td>
<td>Chapter 7-9 Discussion and Lecture continued. Chapter 9 Quiz Due. Final resume due.</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
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<tr>
<td>20-Mar</td>
<td>Career Fair</td>
<td>Attendance required (20 points possible)</td>
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<tr>
<td>25-Mar</td>
<td><strong>Individual case Part III due.</strong> Paper Copy due in class along with the originals from part 1 and part 2. Team Case Situational Analysis Discussion (Group project Part 1). Team Work Day in class.</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>27-Mar</td>
<td>Team Work Day in Class</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>1-Apr</td>
<td>Team Case Analysis Discussion (Group Project Part 2). Team Work Day in Class.</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>
</tr>
<tr>
<td>3-Apr</td>
<td>Team Case Analysis Discussion. Team Work Day in Class.</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>
</tr>
<tr>
<td>8-Apr</td>
<td>Team Case Analysis Discussion. Team Work Day in Class.</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>10-Apr</td>
<td>Team work day in class. <strong>Team Case Part I Background is due; submit electronic copy in Blackboard and deliver hardcopy to Marketing and Management Department Office by 5 PM.</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.</td>
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<tr>
<td>15-Apr</td>
<td>Team Case Analysis Discussion. Team Work Day in Class.</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>17-Apr</td>
<td>Guest Lecture: Interviewing Skills--Meeting People on Their Level</td>
<td>Understanding career development</td>
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<tr>
<td>22-Apr</td>
<td><strong>Team Case Part II Situation Analysis is due;</strong> submit electronic copy in Blackboard and deliver hardcopy to Marketing and Management Department Office by 5 PM. Team Work Day in Class.</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>24-Apr</td>
<td><strong>MFT Deadline for credit. All Foliotek Assignments Due for Credit.</strong> Team work day on PowerPoint presentation.</td>
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<tr>
<td>29-Apr</td>
<td><strong>Team Presentations Due on Blackboard.</strong> Team Case Presentations rehearsal time. Classroom available by appointment.</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>
</tr>
<tr>
<td>1-May</td>
<td>Team Case Presentations professional dress required. Groups 1 and 2</td>
<td>Developing oral communication skills required for presentation final project</td>
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<tr>
<td>6-May</td>
<td>Team Case Presentations professional dress required. Groups 3 and 4. Class time 1-3 PM (finals week)</td>
<td>Developing oral communication skills required for presentation final project</td>
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