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

Name: Dr. Sharynn Tomlin
E-mail: Stomlin@angelo.edu
Department: Management and Marketing
Address: P. O. Box 10891
San Ángelo, TX 76909
USA
Office: RAS 241
Phone: (325) 942-2383, Ext. 231
Fax: (325) 942-2384
Office Hours

Day and Time: Remote only

Location:

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.

Demonstrate knowledge of contemporary business theory and practice in both domestic and global settings.

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 – 30 pts (Part I – 5; Part II- 5; Part III – 20)
Major Field Test (MFT) – 10 pts;
Team Case – 30 pts (current situation assessment – 15; analysis – 15)
Team Case Presentation – 10 pts;
Digital badges – 2 @ 5 pts each
Foliotek – 10 pts.

**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.

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 pts
- B = 80 – 89 pts
- C = 70 – 79 pts
- D = 60 – 69 pts
- F = 59 pts 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. However, any less than 6 postings would equate to excessive absences and could adversely impact your final grade or any “rounding” at the end of the semester.

**Communication**

Being able to remotely communicate with your office or team is a critical element in today’s workforce. Accordingly, we will utilize WebEx or Zoom meetings during the course of the semester. I have scheduled five dates for that on your outline. You as a team will need to coordinate the time with me. It should be scheduled between 9:00 a.m. and 4:00 p.m. on the date listed. A minimum of 2 team members will need to participate and be prepared to discuss the item on the outline and then communicate the discussion to the other team members. However, I would suggest that as many as possible team members participate. This can be accomplished from any computer, but I would encourage you to have access to a camera either on your computer or smart device. I will send you an email invitation to the meeting as soon as your team decides on a time.
**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. *Individual grades on team projects are determined by a peer evaluation process.* (See Team evaluation rubric in Assignments>>Team Assignments.)

**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, which is in both print and web versions of the ASU Student Handbook.

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 no violate this trust. Violation of academic integrity will result in a failing grade for the course.

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.
Plagiarism

Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else’s work, idea, etc., and passing it off as one’s own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

Copyright Policy

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

Code of Ethics

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

Courtesy and Respect

Courtesy and respect are essential ingredients to this course. We respect each other’s opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one’s ethnicity, lifestyle, religion, etc., violations of these rules will result in appropriate disciplinary actions.
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

Title IX

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

- Online: www.angelo.edu/incident-form
- Face to Face: Mayer Administration Building, Room 210
- Phone: 325-942-2022
Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State’s policy please visit: www.angelo.edu/title-ix.

Student absence for religious holidays

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class 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. For undergraduates, 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 Procedures (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, has experienced inequitable evaluation procedures, or inappropriate grading practices, 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 grade appeal 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>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Welcome; Foliotek Presentation Video; familiarize yourself with all the</td>
<td>Understand the importance of career planning and the tools you can use to establish a professional image.</td>
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<tr>
<td>13</td>
<td>materials in Foliotek. Start your Foliotek now! Post your self introduction</td>
<td>Learn who your class mates are. This could be useful in choosing your team members!</td>
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<td>on BB no later than this date.</td>
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<tr>
<td>15</td>
<td>Introduction to course – video; Submit list of team members to Dr.</td>
<td>Developing analytical and written communication skills</td>
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<td></td>
<td>Tomlin; Individual cases will be assigned.</td>
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<tr>
<td>15</td>
<td>Chapter 1; Team assignments; Read Coca-Cola case on pages 28-38 as this is</td>
<td>Understanding of the strategic planning process; team processes</td>
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<td></td>
<td>the case that all Class Café discussion is based on (not to be confused with</td>
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<td></td>
<td>individual case or team case)</td>
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<tr>
<td>22</td>
<td>Chapter 2; Class Café Discussion of mission statement for Coca-Cola</td>
<td>Writing Mission Statements; Critically analyzing and evaluating organizational mission statements and major organizational goals</td>
</tr>
<tr>
<td>27</td>
<td>Chapter 3 Class Café Discussion of EFE and CPM for Coca-Cola</td>
<td>Understanding of how the external environment impacts strategic planning and competitive assessment.</td>
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<tr>
<td>29</td>
<td>Part I Individual Case Discussion; Schedule WebEx meeting with team and</td>
<td>Developing analytical and written communication skills</td>
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<td></td>
<td>Dr. Tomlin</td>
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<tr>
<td>February</td>
<td>Individual Case Part I due (MS, EFE, &amp; CPM)</td>
<td>Developing analytical, critical and problem solving skills needed for strategic formulation</td>
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<tr>
<td>Chapter</td>
<td>Class Café Discussion</td>
<td>Due Date</td>
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<td>4</td>
<td>Class Café Discussion of IFE for Coca-Cola</td>
<td>10</td>
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<tr>
<td>12</td>
<td>Team Case Discussion – Company selection for team case is due, WebEx meeting with team and Dr. Tomlin on using research tools</td>
<td>12</td>
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<td>17</td>
<td>Chapter 5; Class Café Discussion of strategies due</td>
<td>17</td>
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<td>19</td>
<td>Individual Case Part II is due (IFE &amp; Financial analysis)</td>
<td>19</td>
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<tr>
<td>24</td>
<td>Chapter 6 Class Café Discussion of SWOT and SPACE for Coca-Cola due</td>
<td>24</td>
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<tr>
<td>26</td>
<td>Chapter 6; Class Café Discussion of BCG, IE and QSPM for Coca-Cola</td>
<td>26</td>
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<tr>
<td>March</td>
<td>Team Case Discussion – Outline due WebEx meeting with team and Dr. Tomlin</td>
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<td>4</td>
<td>Chapter 7; Class Café discussion of implementation Reminder: Schedule date for MFT</td>
<td>4</td>
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<tr>
<td>16</td>
<td>Chapters 8 &amp; 9; Class Café discussion of implementation</td>
<td>16</td>
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<tr>
<td>18</td>
<td>Individual Case Part III due</td>
<td>18</td>
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<tr>
<td>23</td>
<td>Team Work Day – be prepared to discuss team case with your team members</td>
<td>23</td>
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<td>25</td>
<td>Team Case Current Situation Assessment Discussion with team members</td>
<td>25</td>
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<td>30</td>
<td>Team Case Situational Assessment Discussion - WebEx meeting with team and Dr. Tomlin</td>
<td>30</td>
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<tr>
<td>April</td>
<td>Team Case Situational Assessment Discussion Foliotek is due</td>
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<tr>
<td>Date</td>
<td>Event</td>
<td>Description</td>
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<tr>
<td><strong>Badges are due</strong> (should be claimed and attached to Foliotek)</td>
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<td>preparation of a professional-quality business case study. Understanding team processes needed for completion of project</td>
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<td>6</td>
<td>Team Case 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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<tr>
<td>8</td>
<td>Team Case Current Situational Assessment due; electronic copy is required</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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<tr>
<td>13</td>
<td>Team Case Analysis Discussion. WebEx meeting with team and Dr. Tomlin</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>15</td>
<td>Team work day</td>
<td>Understanding team processes needed for completion of project</td>
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<tr>
<td>20</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</td>
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<tr>
<td>22</td>
<td>Team Case Analysis 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. Understanding team processes needed for completion of project.</td>
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<tr>
<td>27</td>
<td>Team work day – prepare for oral presentation; Reminder: Schedule date &amp; time with Dr. Tomlin for WebEX presentation</td>
<td>Understanding team processes needed for completion of project.</td>
</tr>
<tr>
<td>May 29</td>
<td>Team work day – prepare for oral presentation; Reminder: Schedule date &amp; time with Dr. Tomlin for WebEX presentation</td>
<td>Understanding team processes needed for completion of project.</td>
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<tr>
<td>4-6</td>
<td>Team Case Presentations and Team Evaluations are due at time or before date of presentation</td>
<td>Developing oral communication skills required for presentation of final project.</td>
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</table>

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