MGMT 4303-010 – 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.

Classroom Health and Safety Protocols

Seating will be assigned for each student. Please sit in your assigned seat.

As a member of the Texas Tech University System, Angelo State University has adopted the mandatory Facial Covering Policy to ensure a safe and healthy classroom experience. Current research on the COVID-19 virus suggests there is a significant reduction in the potential for transmission of the virus from person to person by wearing a mask/facial covering that covers the nose and mouth areas. Therefore, in compliance with the university policy students in this class are required to wear a mask/facial covering before, during, and after class. Faculty members may also ask you to display your daily screening badge as a prerequisite to enter the classroom. You are also asked to maintain safe distancing practices to the best of your ability. For the safety of everyone, any student not appropriately wearing a mask/facial covering will be asked to leave the classroom immediately. The student will be responsible to make up any missed class content or work. Continued non-compliance with the Texas Tech University System Policy may result in disciplinary action through the Office of Student Conduct.

Class Meeting Times
Monday and Wednesday 11:00 – 12:15, RAS 111

I will simulcast all my classes so anyone can, at their choice, attend online or in person during assigned class hours. Because this class has fewer students enrolled than the classroom’s maximum (social distancing) capacity, all students are welcome to attend in person for every class session. If you prefer, you may also attend online for any or all class sessions. If you choose to attend in person, you must provide self-screening questionnaire daily, wear a mask, and maintain social distance in the building and in the classroom.
Please note that, while you may attend class online, you will be expected to be in the virtual classroom via WebEx at the times scheduled for class. Although I do not count attendance for this class toward your grade, if you miss a session it will be your responsibility to catch up with me or your team. Class sessions will be recorded until the team project work begins. Your participation will be assessed by your team peers for the team project, and it will have a material effect on your individual final grade.

I will post WebEx links for each class session on Blackboard. You can join WebEx sessions on your smartphone or computer, but for best results I recommend you download the WebEx app (you will get a prompt the first time you log in) and use a laptop with a camera. For those not familiar with WebEx, it is a video collaboration platform similar to Zoom and is a best-in-class video platform for business users.

Remote participants will also be called on to participate in discussions and answer questions, just as if you were in class. If you have a question to ask, you will submit it via chat. Much of our work in this class will be completed in small teams, including a computer simulation model during the second half of the class that will serve as a team project. Teams will compete against each other, and significant collaboration is required to complete the simulation.

**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:  
  Dr. Ruben Ceballos  
  ruben.ceballos@angelo.edu
- **Department:** Management and Marketing
- **Address:** P. O. Box 10891  
  San Angelo, TX 76909 USA
- **Office:** RAS 241  
  (325) 486-6635 (office)
**Office Hours**

**Day and Time:**

Monday / Wednesday: 9:00 AM – 10:00 AM, 3:30 PM – 4:30 PM  
Tuesday / Thursday: 9:00 AM – 10:00 AM, 3:30 PM – 4:30 PM  
Fridays by advanced appointment 10:00 AM - noon.

Office appointments will be by phone of Zoom video call to maintain social distancing guidelines. You may call my office (325-486-6635) at any time during office hours. For a Zoom session, please notify me in advance of the time you want to meet, and I will provide a video conference link.

**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 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.
Assignment Submission:
All assignments MUST be submitted through the Assignments link in the Blackboard site. This is for grading, documenting, and archiving purposes. Issues with technology use arise from time to time. If a technology issue does occur regarding an assignment submission, email me at ruben.ceballos@angelo.edu and attach a copy of what you are trying to submit. Please contact the IT Service Center at (325) 942-2911 or go to your Technology Support tab to report the issue. This lets your faculty know you completed the assignment on time and are just having problems with the online submission feature in Blackboard. Once the problem is resolved, submit your assignment through the appropriate link. This process will document the problem and establish a timeline. Be sure to keep a backup of all work.

In addition to electronic submissions, you need to provide a paper copy of your individual case study assignments I and II, and a paper copy of your group assignment in class on the due date.

In this class, your individual case studies will be reviewed by one of your peers. Twenty percent (20%) of your grade for the case studies will be based on the quality of the review you provide to your peer. For these assignments (Individual Case Part 1 and Individual Case Part 2) you will submit two versions – the draft version with peer review comments, and the final version with changes made following the peer review. Students will find and select a peer review partner in class.

Course Textbook and Required Readings

Required:

- David and David, 16th edition, *Strategic Management*. See the link for online book on blackboard for the e-book and assignments. You may purchase an access code from the bookstore or a third party, including the publisher. Make sure your access code purchase includes the e-book, the appendix with the case studies, and access to the chapter quizzes in My Management Lab.

- An access code to the CAPSIM simulation model is required for the team simulation model assignments. You may purchase an access code from the ASU bookstore, or you may buy it directly when you register using the link provided on the course Blackboard page under the CAPSIM tab.

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:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes</td>
<td>90</td>
</tr>
<tr>
<td>Individual Case Part 1</td>
<td>150</td>
</tr>
<tr>
<td>Individual Case Part 2</td>
<td>150</td>
</tr>
<tr>
<td>Resume and Cover Letter</td>
<td>100</td>
</tr>
<tr>
<td>Individual CAPSIM Tutorials</td>
<td>50</td>
</tr>
<tr>
<td>Team CAPSIM Project (Balanced Scorecard)</td>
<td>160</td>
</tr>
<tr>
<td>Team CAPSIM Presentation</td>
<td>125</td>
</tr>
<tr>
<td>MFT Score</td>
<td>75</td>
</tr>
<tr>
<td>Attendance</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
</tr>
</tbody>
</table>

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 case analyses will usually 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. Your 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’s CAPSIM analysis and key learnings.
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.

Plagiarism
Plagiarism is a serious topic covered in ASU’s Academic Integrity policy in the ASU 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 written submissions, 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. Resources to help you understand this policy better are available at the ASU Writing Center

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
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.

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.

Syllabus Changes
The faculty member reserves the option to make changes as necessary to this syllabus and the course content. If changes become necessary during this course, the faculty will notify students of such changes by email, course announcements and/or via a discussion board announcement. It is the student’s responsibility to look for such communications about the course on a daily basis.
Title IX at Angelo State University

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 Email: michelle.boone@angelo.edu

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.

Basic Needs

Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect his or her performance in the course is urged to contact the Multicultural and Student Activities Programs Center. They are located in the University center, or you can reach out by email at multicultural@angelo.edu or by phone at 325-942-2729. The Multicultural and Student Activities Programs Center has a food pantry and other resources to help.

If you are comfortable doing so, please also reach out to me, and I may be able to put you in touch with other local community resources that can help.
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/registrar_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

## MGMT 4303 Section 010 Strategic Management Course Outline

<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
<th>Learning Objectives</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-Aug</td>
<td>Welcome and introduction to course. Writing a Case Situation Analysis</td>
<td>Developing analytical and written communication skills</td>
<td></td>
</tr>
<tr>
<td>19-Aug</td>
<td>Guest Speaker: Career Development Center</td>
<td>Understanding career development</td>
<td></td>
</tr>
<tr>
<td>24-Aug</td>
<td>Chapter 1 Lecture: Chapter 1 Smartbook due before class. Choose Peer Review Partners.</td>
<td>Understanding of the strategic planning process; team processes.</td>
<td>10</td>
</tr>
<tr>
<td>26-Aug</td>
<td>Chapter 2 Lecture. Chapter 2 Smartbook due before class. Choose individual case study companies.</td>
<td>Writing Mission Statements; Critically analyzing and evaluating Understanding team processes needed for completion of project.</td>
<td>10</td>
</tr>
<tr>
<td>31-Aug</td>
<td>Chapter 3 Lecture: Chapter 3 Smartbook due before class. Assign CAPSIM Teams.</td>
<td>Understanding of how the external environment impacts strategic planning.</td>
<td>10</td>
</tr>
<tr>
<td>2-Sep</td>
<td>Chapter 4 Lecture: Chapter 4 Smartbook due before class.</td>
<td>Understanding of the internal functions in strategic planning</td>
<td>10</td>
</tr>
<tr>
<td>7-Sep</td>
<td>Labor Day Holiday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9-Sep</td>
<td>Lecture on Financial Statements and Ratio Analysis. (No chapter assignment.)</td>
<td>Understand how financial statements are related and how to determine ratios, including external financial databases.</td>
<td></td>
</tr>
<tr>
<td>14-Sep</td>
<td>Chapter 5 Lecture: Chapter 5 Smartbook due before class.</td>
<td>Using analytical, critical and problem solving skills for creativity strategic planning purposes</td>
<td>10</td>
</tr>
<tr>
<td>16-Sep</td>
<td>Chapter 6 Lecture and Chapter 6 Smartbook due before class (10 points.)</td>
<td>Review requirements for individual case part 2. Discussion of SWOT, BCG, IE and QSPM. Individual Case Part I due online by midnight (150 points.)</td>
<td>160</td>
</tr>
<tr>
<td>21-Sep</td>
<td>Continue chapter 6 lecture. Chapter 7 Smartbook due before class.</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>23-Sep</td>
<td>Chapter 7-8 Lecture: Chapter 8 Smartbook due before 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. Understanding of internal functions in the implementation of strategic plan; understanding of the importance of review and evaluation of strategic plan.</td>
<td>10</td>
</tr>
<tr>
<td>28-Sep</td>
<td>Chapter 8-9 Lecture: Chapter 9 Smartbook due before class (10 points.)</td>
<td>Final Resumes and Cover Letter Due by midnight (100 points.)</td>
<td>110</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Points</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td>30-Sep</td>
<td>CAPSIM Introduction and Overview. Review Balanced Scorecard and rubrics for CAPSIM project. Introductory Lesson Quiz, Rehearsal Tutorial, and Situation Analysis due before class starts. Each module is 30 points.</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>5-Oct</td>
<td>CAPSIM Rehearsal Tutorial. Bring your laptop to class. Individual Case Part 2 due online by midnight.</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>7-Oct</td>
<td>CAPSIM Rehearsal Round 1 decisions due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>12-Oct</td>
<td>CAPSIM Round 1 Debrief. Rehearsal Round 2 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>14-Oct</td>
<td>CAPSIM Rehearsal 2 debrief. Competitive Round 1 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>19-Oct</td>
<td>Competitive round 1 debrief. CAPSIM Competitive Round 2 due by midnight. Bring your laptop to class. CAPSIM HR tutorial due before class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>21-Oct</td>
<td>Competitive round 2 debrief. CAPSIM Competitive Round 3 due by midnight. Bring your laptop to class. TQM Module due before class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>26-Oct</td>
<td>Competitive round 3 debrief. CAPSIM Competitive Round 4 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>28-Oct</td>
<td>Competitive round 4 debrief. CAPSIM Competitive Round 5 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>2-Nov</td>
<td>Competitive round 5 debrief. CAPSIM Competitive Round 6 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>3-Nov</td>
<td>Competitive round 6 debrief. CAPSIM Competitive Round 7 due by midnight. Bring your laptop to class.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>9-Nov</td>
<td>Competitive round 7 debrief.</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>11-Nov</td>
<td>Final CAPSIM debrief. Download the peer review form and complete it for yourself and your team members. Individual scores posted after all team members have submitted their peer evaluations.</td>
<td>160</td>
<td></td>
</tr>
<tr>
<td>16-Nov</td>
<td>Prep time for team presentations. MFT Points Assigned.</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>18-Nov</td>
<td>Team Presentations and peer reviews due online. Download the peer review form and complete it for yourself and your team members. Individual Scores posted after all team members have submitted their peer evaluations.</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>23-Nov</td>
<td>Group Presentations (finals week schedule)</td>
<td>125</td>
<td></td>
</tr>
<tr>
<td>25-Nov</td>
<td>Attendance Grade Assigned</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>24-Nov</td>
<td>Total Points Available</td>
<td>1000</td>
<td></td>
</tr>
</tbody>
</table>