MGMT 6313 DM1 – Business Strategy

Course Description/Overview

An advanced case course dealing with the wide range of management problems involving policy and strategy decisions faced by executives in both domestic and international markets. A capstone course that requires integration of all materials covered in the M.B.A. curriculum in the policy formulation process. Prerequisites: Permission of M.B.A. director.

Prerequisite Knowledge
Permission of M.B.A. director

Course Technology
ASU Blackboard, McGraw Hill Connect, Blackboard Collaborate

Class Meeting Times
6/7 – 7/30/2021, Online every week (Blackboard, Connect, Collaborate)

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: Juehui (Richard) Shi, Ph.D.
Title: M&M Assistant Professor
Office: RAS 207
Phone: 325-486-6096
E-Mail: jshi@angelo.edu
Office Hours: Email.

Course Objectives

Learning Objectives:
Upon completion of this course, students will be able to...

- Define common business strategy terms.
- Develop successful vision, mission, and strategy for a company.
- Use appropriate strategy tools to analyze a company's external environment and internal capability.
- Explain strategic management concepts and be able to use such concepts properly in management situations via case studies.
- Identify and construct five generic competitive strategies.
• Recognize and build appropriate corporate strategies fortifying the market position with sustainable competitive advantage.
• Be aware of the importance and significance of business ethics and corporate social responsibility.
• Execute the business strategy in the most profitable, efficient, effective, competitive, socially and legally responsible way, and apply such skills to the real-world situations.
• Implement strategies relevant to business practices and executive decision making processes.

Assessment Methods
Homework assignments (Chapter quizzes), exams (midterm and final), and team project will be used to assess learning in this course.

Course Textbook and Required Readings
Title: Crafting & Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases, Edition: 22nd Authors: Thompson, Peteraf, Gamble, and Strickland

The McGraw Hill Connect comes with the textbook if bought from the ASU bookstore. The Connect is required for the Chapter quizzes and the exams. E-book is included when registering for the McGraw Hill Connect account.

On ASU Blackboard, follow the Connect registration steps “Student Registration for Connect through Blackboard” in the “Connect Registration Tutorial” folder located in the “Modules” tab on the left-hand-side (LHS).

Grading Policies
This course employs the following to measure student learning.

<table>
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<tr>
<th>Grade Calculations</th>
<th>Percent of Grade</th>
<th>Due</th>
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<tbody>
<tr>
<td>Average Homework Grade</td>
<td>33%</td>
<td>Weekly</td>
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<tr>
<td>Midterm</td>
<td>25%</td>
<td>Blackboard Due 11:59 PM 7/2/2021</td>
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<tr>
<td>Final</td>
<td>25%</td>
<td>Blackboard Due 11:59 PM 7/30/2021</td>
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<tr>
<td>Team Project</td>
<td>10%</td>
<td>Blackboard Due 11:59 PM 7/28/2021</td>
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<tr>
<td>Major Field Test</td>
<td>7%</td>
<td>Please see notes below</td>
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</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.

**Major Field Test Preparation Resource**
https://www.ets.org/mft/about/content/mba

**Major Field Test**
The major field test (MFT) is administrated by the testing center at Angelo State University (Room 291, Vincent Building, 2333 Vanderventer Ave.). You can take the test either on campus or remotely. Please refer to [https://www.angelo.edu/current-students/testing-center/tests/mft.php](https://www.angelo.edu/current-students/testing-center/tests/mft.php) for further instruction on how to schedule the test and when to take the test.

If you have additional questions, please contact the testing center at 325-942-2624 or testingcenter@angelo.edu 8AM to 5PM Monday to Friday.

MFT counts 7% of the course grade. **Email me** the test score (with the official proof) after you complete the test.

**The following formula** shows you how the MFT score is converted into the score used to calculate your course grade.

Since the MFT score is measured on a scale of 220 to 300, the following formula is used to convert your score to a score on the scale of 60 to 100.

$$60 + (\text{your MFT score} - 220) \times \frac{40}{80} = 60 + (\text{your MFT score} - 220) \times 0.5$$

For example, if your MFT score is 260, then your MFT part of the course grade will be $80 \times 7\% = 5.6$

**Response Time**
I will respond to email questions within one business day, and homework will be graded and posted within one week after the due date.

**Missed/Late Work**
No late work will be accepted. Assignments are posted early with reasonable deadlines to provide adequate time to complete the homework.
Participation/Absenteeism
Besides the slides, quizzes, and exams, lectures for each Chapter are recorded and posted on Blackboard every week. Although there is no grade for participation, regular access of posted course materials make you learn better and excel in this course. You can also email me to ask any questions about these course materials. Research has shown that students, who regularly attend classes, generally perform better.

Exams
Exams are comprehensive and open book on Blackboard. No collaboration is allowed.

Homework
Homework will be the Chapter quizzes. The due dates for the homework are detailed on pages 7 and 8 of this syllabus. The due time is always 11:59 PM (CST) on the due date.

Team Project
Due 11:59 PM (CST) 7/28/2021.
You are free to form your own team. Each team is composed of six to seven members. The team will assume the role as business consultants reporting to the C-level executives and board of directors in a conference room setting. You are tasked to create a subsidiary independent company (i.e., own company name, mission, vision, strategic plans, operations, product lines, customer base, etc.) and then make a convincing report to the upper managers for the feasibility of the plan. Be creative, specific, mission driven, professional, realistic, and interesting. When you build the report, think about and apply the concepts and examples you have learned in each chapter and from your previous MBA courses.

Two items are to be emailed to the professor after the presentation: 1. The recorded presentation and 2. A formal professionally written and formatted executive report. The project will be graded based on the professionalism, clarity and functionality of the presentation as well as the clarity, specificity and creativity of the written report. The structure and the content of the presentation and report can be based but not limited to the guideline posted on Blackboard.

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, life style, 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:
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. The University prohibits discrimination based on sex, which includes pregnancy, sexual orientation, gender identity, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination including: sexual assault, sex-based discrimination, sexual exploitation, sexual harassment, public indecency, interpersonal violence (domestic violence and/or dating violence), and stalking. As a faculty member, I am a Responsible Employee meaning that I am obligated by law and ASU policy to report any allegations I am notified of to the Office of Title IX Compliance. This is done in order to connect students with resources and options in addressing the allegations reported. As a student, are encouraged to report any incidents of sexual misconduct directly to ASU’s Office of Title IX Compliance and the Title IX Coordinator. You may do so by contacting:

Michelle Miller, J.D.
Title IX Coordinator
Mayer Administration Building, Room 210
325-942-2022
michelle.miller@angelo.edu

You may also file a report online 24/7 at www.angelo.edu/incident-form.

If you are wishing to speak to someone about an incident in confidence you may contact the University Health Clinic at 325-942-2171, Counseling Services at 325-942-2371 or the ASU Crisis Helpline at 325-486-6345.

The Office of Title IX Compliance also provides accommodations related to pregnancy (such as communicating with your professors regarding medically necessary absences, modifications required because of pregnancy, etc.). If you are pregnant and need assistance or accommodations, please contact the Office of Title IX Compliance utilizing the information above.

For more information about Title IX in general you may 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](http://www.angelo.edu/content/files/14196-op-1003-grade-grievance).

**Course Outline**

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<th>Sections</th>
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<td>Blackboard Collaborate Recorded Lecture</td>
<td>Ch2 – Company's Direction Ch3 – Company's External Environment</td>
<td>Quiz-Ch2, Quiz-Ch3</td>
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<td>Ch4 – Company's Resources, Capabilities, and Competitiveness Ch5 – Five Generic Strategies</td>
<td>Quiz-Ch4, Quiz-Ch5</td>
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<td><strong>Ch7</strong> – International Strategies, Case Study</td>
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<td><strong>Ch12</strong> – Corporate Culture Leadership, Case Study</td>
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