

## **MGMT 4303-D10 – 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**

This is an online class with asynchronous weekly assignments. In addition, weekly synchronous sessions with the instructor will be available. Each session will be recorded.

#### **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](mailto:helpdesk@angelo.edu)

### **Faculty/Instructor Information**

Ruben Ceballos, PhD  
MBA Director and Assistant Professor of Management Office:  
RASS 241 Phone: (325) 942-2384 (office)  
E-mail: [ruben.ceballos@angelo.edu](mailto:ruben.ceballos@angelo.edu)

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## **Office Hours**

### **Day and Time:**

Office hours 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. 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.
2. 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.
3. Individual accountability – All members of the class will be held responsible for their own learning.

### **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](mailto: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.

### **Course Textbook and Required Readings**

Required:

- David and David, 17th 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.
- An access code to the **CAPSIM** simulation model is required for the business 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.

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## **Grading Policies**

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This course employs the following to measure student learning:

Resume	100
Cover Letter	100
Individual Case Study	<b>300</b>
CAPSIM Tutorials	100
CAPSIM Project (Balanced Scorecard)	<b>200</b>
CAPSIM Presentation	<b>100</b>
MFT Score	100
Total	1000

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.

### **Final Exam**

The final exam will be the presentation of your CAPSIM analysis and key learnings.

## **Course Policies**

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### **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](mailto: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](mailto: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](http://www.angelo.edu/incident-form)

Face to face: Mayer Administration Building, Room 210

Phone: 325-942-2022 Email: [michelle.boone@angelo.edu](mailto: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](http://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](mailto: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's office/course drop provisions.php](http://www.angelo.edu/services/registrar%20office/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

## Week 1

Monday, July 12, 2021

- Welcome and introduction to course
- Writing a Case Situation Analysis
- Resume and cover letter lecture

Tuesday, July 13, 2021

- **ASSIGNMENT DUE:** RESUME AND COVER LETTER (submit via blackboard by 11:59 pm)
- Chapter 1 – The Nature of Strategic Management.
- Chapter 2 – Business Vision and Mission.

Wednesday, July 14, 2021

- **ASSIGNMENT DUE:** MISSION STATEMENT (submit via blackboard by 11:59 pm)
- Chapter 3 – The External Assessment.
- Chapter 4 – The Internal Assessment.

Thursday, July 15, 2021

- **ASSIGNMENT DUE:** EXTERNAL FACTOR EVALUATION (EFE) MATRIX (submit via blackboard by 11:59 pm)
- Chapter 5 – Strategies in Action.
- Chapter 6 – Strategy Analysis and Choice.

Friday, July 16, 2021

- **ASSIGNMENT DUE:** COMPETITIVE PROFILE MATRIX (CPM) (submit via blackboard by 11:59 pm)
- Chapter 7 – Implementing Strategies: Management and Marketing Issues
- Chapter 8 – Implementing Strategies: Finance and Accounting Issues

## Week 2

Monday, July 19, 2021

- **ASSIGNMENT DUE:** INTERNAL FACTOR EVALUATION (EFE) MATRIX (submit via blackboard by 11:59 pm)
- Chapter 9 – Strategy Evaluation and Governance

Tuesday, July 20, 2021

- **ASSIGNMENT DUE:** FINANCIAL ANALYSIS (submit via blackboard by 11:59 pm)

Wednesday, July 21, 2021

- **ASSIGNMENT DUE:** SWOT MATRIX (submit via blackboard by 11:59 pm)
- **ASSIGNMENT DUE:** BOSTON CONSULTING GROUP (BCG) MATRIX (submit via blackboard by 11:59 pm)

Thursday, July 22, 2021

- **ASSIGNMENT DUE:** QUANTITATIVE STRATEGIC PLANNING MATRIX (QSPM) (submit via blackboard by 11:59 pm)

Friday, July 23, 2021

- CAPSIM Introduction Lecture
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Week 3

Monday, July 26, 2021

- **ASSIGNMENT DUE:** CAPSIM TUTORIALS (complete via CAPSIM by 11:59 pm)

Tuesday, July 27, 2021

- CAPSIM Practice Round 1

Wednesday, July 28, 2021

- Debrief Practice Round 1
- CAPSIM Practice Round 2

Thursday, July 29, 2021

- Debrief Practice Round 2
- CAPSIM Practice Round 3

Friday, July 30, 2021

- Debrief Practice Round 3
  - CAPSIM Practice Round 4
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#### Week 4

Monday, August 2, 2021

- Debrief Practice Round 4
- CAPSIM COMPETITION ROUND 1

Tuesday, August 3, 2021

- CAPSIM COMPETITION ROUND 2

Wednesday, August 4, 2021

- CAPSIM COMPETITION ROUND 3

Thursday, August 5, 2021

- CAPSIM COMPETITION ROUND 4

Friday, August 6, 2021

- CAPSIM COMPETITION ROUND 5
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Week 5

Monday, August 9, 2021

- CAPSIM COMPETITION ROUND 6

Tuesday, August 10, 2021

- CAPSIM COMPETITION ROUND 7

Wednesday, August 11, 2021

- CAPSIM COMPETITION ROUND 8

Thursday, August 12, 2021

- **ASSIGNMENT DUE:** CAPSIM WRITTEN ANALYSIS (submit via blackboard by 11:59 pm)

Friday, August 13, 2021

- **ASSIGNMENT DUE:** CAPSIM PRESENTATION (submit via blackboard by 11:59 pm)