

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.

Effective August 16, 2021, all students, faculty and staff are expected to complete the ASU Wellness Screening App prior to coming to the campus.

- Everyone who comes to the campus must complete the Wellness Screening no matter whether they feel "fine" or "ill."
- You can access the app from any smart device or computer through RAMPORT
- If you "fail" the ASU Wellness Screening, a Contact Tracer will guide you through the proper steps you need to take.
- It is strongly recommended that all students faculty and staff be vaccinated for COVID-19. The vaccines are FREE, SAFE, and EFFECTIVE, and will help protect you and other members of the Ram Family.
- Masks are not required but encouraged for those who wish to wear them

Class Meeting Times

Tuesday and Thursday 11:00 AM – 12:15 PM, 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: Ruben Ceballos, PhD
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Department: Management and Marketing

Address: P. O. Box 10891
San Angelo, TX 76909 USA

Office: RAS 241

Phone: (325) 486-6635 (office)

Office Hours

Day and Time:

Monday through Thursday 8:30 – 10:00 AM

Other times may be scheduled by appointment

Course Objectives and Learning Outcomes

Course Objectives

Provide students with decision-making analytical frameworks used to make efficient and effective organizational strategies.

Provide students with the opportunities to demonstrate competency in oral and written business communications.

Provide students with a simulated, interactive team experience that demonstrates the consequence of their decisions and corrective actions.

Learning Outcomes:

Students in this BBA capstone course are provided with the collective opportunity to demonstrate their mastery of multi-disciplinary business theory and practice. Upon course completion, students will be able to:

- a. Describe and distinguish the integral strategic roles of an organization's vision, mission, and operating policies (or values).
- b. Design and create a framework; effectively measure; and craft optimal vision, mission, and value statements.
- c. Research, evaluate, and distinguish the most significant factors of an organization's internal operating and external competitive environments.
- d. Identify critical success factors (CSFs) specific to an organization's industry and rate competitors' performance against those CSFs.
- e. Apply a framework and measure individual product effectiveness against the company's vision and mission.
- f. Synthesize decision-making framework results and communicate two or three strategic choices to improve the organization's position.
- g. Model teamwork best practices demonstrating preparation, leadership, participation, and problem-solving as evaluated by peers.

Course Philosophy and Additional Skills Developed

This class and the assignments have been developed to engage students in discussion, small-groupwork, 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. Peer evaluations will be completed by all team members (including a self-evaluation) based on a rubric, and those evaluation scores will be a factor to determine individual scores on the team assignment. If an individual does not contribute appropriately, that will be reflected in the peer evaluation scores.

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 rceballos@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 this class, your individual case studies will be reviewed by one of your peers. Fifty points out of 300 points possible for the case studies will be based on the quality of the review you provide to your peer. Please review the case study link on Blackboard for additional instructions.

Course Textbook and Required Readings

You do not need to purchase a textbook for this course as we will use a free, open education resource textbook for this course. Access to the textbook is required.

Strategic Management (2020) is a 343-page open educational resource designed as an introduction to the key topics and themes of strategic management. The open textbook is intended for a senior capstone course in an undergraduate business program and suitable for a wide range of undergraduate business students including those majoring in marketing, management, business administration, accounting, finance, real estate, business information technology, and hospitality and tourism.

You can download a PDF version of the textbook we will use by clicking [here](#). If you have trouble opening the link, the URL is: <https://www.oercommons.org/courses/strategic-management-3/view>.

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.

Grading Policies

This course employs the following to measure student learning:

Individual Case Content	200
Individual Case Writing Quality	50
Individual Case Peer Review	50
Individual Case Presentations	50
Career Readiness Assignment	75
Individual CAPSIM Tutorials	50
Team CAPSIM Project (Balanced Scorecard team ranking results)	200
Team CAPSIM Presentation	50
MFT Score	75
Attendance	200
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 two weeks of the assignment due date. You are required to submit case study sections individually and then as one complete document to demonstrate progress on your case; however, only the final document (with all five sections) will be graded.

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:

Dr. Dallas Swafford
Director of Student Disability
Services
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

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 Miller, 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.miller@angelo.edu](mailto:michelle.miller@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'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

Due Date	Activity / Assignment
<p>Tuesday, January 18, 2022</p>	<p>BEFORE CLASS: Read Chapter 1 Sections 1.1; 1.2; 1.3; 1.4; 1.5; 1.6; and 1.7 (pages 7 – 31)</p> <p>Watch the following <i>What is Strategic Management</i> Video: https://youtu.be/g-wf6A0ailA</p> <p>Watch the following <i>Strategic Management Process</i> Video: https://youtu.be/o0U0gwvnhek</p> <p>Course Intro discussion.</p> <p>Choose your company.</p> <p>You can find the list of companies to select from in Blackboard</p>
<p>Thursday, January 20, 2022</p>	<p>BEFORE CLASS: Watch the following <i>Resume Writing</i> Video: https://youtu.be/kxyxNllyHtM</p> <ul style="list-style-type: none"> • Explain Career Readiness Assignment • Career Development Presentation. • Sign up for Handshake. • Select a job that you will develop a customized resume and cover letter for.
<p>Tuesday, January 25, 2022</p>	<p>BEFORE CLASS: Read Chapter 2 Sections 2.1; 2.2; 2.3; 2.4 and 2.5 (pages 32 – 52)</p> <p>Watch the following <i>How to read a 10-K</i> Video: https://youtu.be/qM2_RlUb3jc</p> <p>Watch the following <i>Financial Ratio Analysis</i> Video https://youtu.be/sKfqXlhpLHA</p> <p>CASE Study – Section 1 Company Assessment Template</p> <ul style="list-style-type: none"> • Assess Your Company Vision and Mission Statement • Company Financials <ul style="list-style-type: none"> ○ Financial Analysis and Ratios discussion ○ Review Mergent and Statista as source material ○ Review how to search for relevant data in company’s 10-K <p style="text-align: center;"><i>Choose a case study peer review partner before end of class</i></p>

<p>Thursday, January 27, 2022</p>	<p>BEFORE CLASS: Read Chapter 3 Sections 3.1; 3.2; and 3.3 (pages 53 – 68)</p> <p>Watch the following <i>PESTEL Analysis</i> Video https://youtu.be/bYn4CyL3r5w</p> <p>Watch the following <i>Strategy</i> Video https://youtu.be/3Hd88eBgkw0</p> <p>Watch the following <i>Sales Strategy</i> Video' https://youtu.be/TCqUC4IoxTA</p> <p>Case Study – Section 1 Company Assessment Template continued</p> <ul style="list-style-type: none"> • Market and Sales Strategy <ul style="list-style-type: none"> ○ PESTEL Analysis ○ Market Strategy ○ Sales Strategy ○ Review Mergent and Statista as source material ○ Review how to search for relevant data in company's 10-K
<p>Tuesday, February 1, 2022</p>	<p>BEFORE CLASS: Watch the following <i>Strategic Business Unit</i> Video https://youtu.be/I6RRRoxnGaA</p> <p>Watch the following <i>Apple Product Portfolio</i> Video https://youtu.be/JrQfcVoNXvA</p> <p>Case Study – Section 2 Portfolio Assessment Template</p> <ul style="list-style-type: none"> • Business Unit Operating Revenues • Product Portfolio Revenues, Market Growth Rate, and Market Share <p style="text-align: center;"><i>Submit Company Assessment (Section 1) draft by 11:59 PM.</i></p>
<p>Thursday, February 3, 2022</p>	<p>BEFORE CLASS: Read Chapter 8 Sections 8.6 (pages 216 – 219)</p> <p>Watch the following <i>BCG Matrix</i> Video https://youtu.be/gNR49lk5dS0</p> <p>Case Study – Section 2 Portfolio Assessment Template</p> <ul style="list-style-type: none"> • Company BCG Matrix • Product Portfolio Analytical Summary

<p>Tuesday, February 8, 2022</p>	<p>Watch the following <i>Critical Success Factors</i> video https://youtu.be/weaeNcX3Jpk</p> <p>Watch the following <i>Statista</i> video https://youtu.be/BwPZwjWde74 (begin at 54 seconds and end at 3:48)</p> <p>Case Study – Section 3 Market Assessment Template</p> <ul style="list-style-type: none"> • Market Definition • Market Review • Near-Term Market Drivers • Long-Term Market Drivers • Competitor Critical Success Factor (CSF) Ratings <ul style="list-style-type: none"> ○ How to determine industry CFSs, market drivers, competitor CSF ratings • Ratings Rationale <p style="text-align: center;"><i>Submit Portfolio Assessment (Section 2) draft by 11:59 PM.</i></p>
<p>Thursday, February 10, 2022</p>	<p>BEFORE CLASS: Read Chapter 3 Sections 3.4 (pages 69 - 81)</p> <p>Watch the following <i>Five Forces</i> Video: https://youtu.be/laBZmB09RE</p> <p>Case Study – Section 3 Market Assessment Template continued</p> <ul style="list-style-type: none"> • Fiver Forces Analysis • Market Assessment Analytical Summary
<p>Tuesday, February 15, 2022</p>	<p>BEFORE CLASS: Read Chapter 4 Sections 4.1; 4.2; and 4.3 (pages 88 - 100)</p> <p>Watch the following <i>Resource Based View</i> Video: https://youtu.be/vSISuofwtWI (end at minute 7:14)</p> <p>BEFORE CLASS: Read Chapter 5 Sections 5.1; 5.2; 5.3; and 5.4 (pages 116 - 123)</p> <p>Watch the following <i>SWOT Analysis</i> Video: https://youtu.be/9-NWhwskTO4</p> <p>Case Study – Section 4 SWOT Analysis Template</p> <ul style="list-style-type: none"> • SWOT and Strategic Recommendations Analysis Worksheet <p style="text-align: center;"><i>Submit Market Assessment (Section 3) draft by 11:59 PM</i></p>

<p>Thursday, February 17, 2022</p>	<p>BEFORE CLASS Watch the following <i>Strategic Issues</i> Video: https://youtu.be/Zj_dxbJpCqo</p> <p>Case Study – Section 4 SWOT Analysis Template continued</p> <ul style="list-style-type: none"> • SWOT and Strategic Recommendations Analysis Worksheet
<p>Tuesday, February 22, 2022</p>	<p>BEFORE CLASS: Read Chapter 6 Sections 6.1; 6.2; 6.3; 6.4; 6.5; 6.6; 6.7; and 6.8 (pages 124 – 162)</p> <p>Watch the following <i>Competitive Strategies</i> Video: https://youtu.be/xUW6_Nbe8d0</p> <p>Case Study – Section 5 Strategic Recommendations</p> <ul style="list-style-type: none"> • Making Strategic Recommendations discussion part 1 • Review requirements for and start Strategic Assessment and Recommendations <p style="text-align: center;"><i>Submit SWOT Assessment (Section 4) by 11:59 PM.</i></p>
<p>Thursday, February 24, 2022</p>	<p>BEFORE CLASS: Read Chapter 8 Sections 8.1; 8.2; 8.3; 8.4; 8.5 (pages 195 - 216)</p> <p>Case Study – Section 5 Strategic Recommendations</p> <ul style="list-style-type: none"> • Making Strategic Recommendations discussion part 2
<p>Monday February 28, 2022</p>	<p style="text-align: center;"><i>Submit Strategic Recommendations (Section 5) by 11:59 PM</i></p> <p style="text-align: center;">Combine all 5 of your sections into one Microsoft Word or PDF document and EMAIL it to your peer review partner</p>
<p>Tuesday, March 1, 2022</p>	<p>BEFORE CLASS:</p> <p>Watch the following <i>How to Write Effective Peer Review Comments</i> Video https://youtu.be/kMWZBDUIHUA</p> <p>Perform Peer Review In Class</p> <p style="text-align: center;"><i>Submit combined final case study by 11:59 PM</i></p> <p style="text-align: center;"><i>Submit peer review assignment by 11:59 PM.</i></p>

Thursday, March 3, 2022	Case Study Presentations Day 1.
Tuesday, March 8, 2022	Case Study Presentations Day 2.
Thursday, March 10, 2022	Case Study Presentations Day 3 <i>Submit Career Readiness Assignment by 11:59 PM</i> Start your CAPSIM tutorials.
Tuesday, March 15, 2022	<i>SPRING BREAK - NO CLASS</i>
Thursday, March 17, 2022	<i>SPRING BREAK - NO CLASS</i>
Tuesday, March 22, 2022	CAPSIM Introduction Discussion. <i>Complete First 3 CAPSIM tutorials by 11:59 PM.</i>
Thursday, March 24, 2022	CAPSIM Practice Round 1 <i>Complete CAPSIM HR Tutorial</i>
Tuesday, March 29, 2022	CAPSIM Practice Round 2
Thursday, March 31, 2022	CAPSIM Practice Round 3. <i>Complete CAPSIM TQM Tutorial</i>
Tuesday, April 5, 2022	CAPSIM Practice Round 4.
Thursday, April 7, 2022	CAPSIM Competition Round 1
Tuesday, April 12, 2022	CAPSIM Competition Round 2.

Thursday, April 14, 2022	CAPSIM Competition Round 3.
Tuesday, April 19, 2022	CAPSIM Competition Round 4.
Thursday, April 21, 2022	CAPSIM Competition Round 5.
Tuesday, April 26, 2022	CAPSIM Competition Round 6.
Thursday, April 28, 2022	CAPSIM Competition Round 7.
Tuesday, May 3, 2022	CAPSIM Competition Round 8
Thursday, May 5, 2022	CAPSIM Case and Presentation Workday <i>Submit CAPSIM Case and Team Member Reviews by 11:59 PM</i>
Tuesday, May 10, 2022	CAPSIM Group Presentations