

MGMT 4303-DS1 – 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.

Health and Safety Protocols

While this is an online class, each of us has a responsibility - in living our Core Values from "Integrity" to "Commitment" - to do our part to protect the well-being of ourselves, those we serve, and those we live with on a daily basis. Given the known science, we recommend individuals do two things to maximize protection against COVID-19:

Wear a facial covering.

Get a vaccination.

As an institution that teaches health care professionals and one that also teaches science - in addition to being a part of the TTUS where we have two exceptional Health Science Centers - we respect the data that being fully vaccinated is the most effective way to prevent illness and slow the spread of COVID-19. Although ASU is not mandating vaccinations, we encourage everyone who is eligible to get a vaccination.

For information on how you can get vaccinated, contact your local medical provider.

Class Meeting Times

This is an online class; however, there will be two occasions where I will meet virtually or in-person at the start of the CAPSIM project.

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: Larry Hettick
lhettick@angelo.edu
Department: Management and Marketing
Address: P. O. Box 10891
San Angelo, TX 76909 USA
Office: RAS 243
Phone: (325) 486-6094 (office)
(559) 942-0062 (mobile)

Office Hours

Day and Time:

Thursday and

Monday and Wednesday 10 AM to 1 PM. Tuesday
and Thursday 1 PM to 1 PM.
Other times 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 lhettick@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 350 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 buy 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](https://www.oercommons.org/courses/strategic-management-3/view). 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 (10 points for each timely submission of the five sections and 200 points for the assembled case)	250
Individual Case Writing Quality	50
Individual Case Peer Review	50
Individual Case Presentations	50
Career Readiness Assignment	100
Individual CAPSIM Tutorials	50
Team CAPSIM Project (Balanced Scorecard team ranking results)	250
Team CAPSIM Presentation	100
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 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:

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

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%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	Points
21-Mar	Watch the course intro video. Choose your company by submitting e-mail; one student per company and first come, first served. Read Chapter 1. Choose a case study peer review partner. If you do not choose a company and / or peer partner, I will assign them for you.	
22-Mar	Watch the Vision / Mission / Values video. Read Chapter 2. Complete and submit vision / mission statement exercise for your company and submit online. You will use this exercise to complete section 1.	0
23-Mar	Read Chapter 3. Watch the PESTLE and Five Forces video and find your company's most recent 10-K. Watch the video for section 1 tips and start Company Assessment (Section 1) assignment.	
24-Mar	Watch the Financial Analysis and Ratios video. It will include how to access Mergent and Statista as source material. Also watch the video that explains how to use Mergent to find peer / industry ratios.	
24-Mar	Watch the Career Development videos on Handshake. Sign up for Handshake after you watch the video; you will need a Handshake profile for your career development assignment. Contact the Career development center for assistance with Handshake signup if you have problems.	

25-Mar	Submit Company Assessment (Section 1) draft by 11:59 PM. Portfolio Assessment discussion. Read Chapter 8.	10
28-Mar	Watch the BCG Matrix video. Watch the video on tips for section 2 and start Portfolio Assessment Template Case Study (Section 2) assignment.	
30-Mar	Read Chapter 5. Submit Portfolio Assessment (Section 2) draft by 11:59 PM.	10
31-Mar	Review video on section 3 tips and template instructions to determine industry CSFs, market drivers, competitor CSF ratings. Review available Statista sources; 10-K "management notes" as reference material. Review requirements for and start Market Assessment (Section 3) assignment.	
4-Apr	Submit Market Assessment (Section 3) by 11:59 PM.	10
5-Apr	Watch the video for tips on section 4. Review requirements for and start SWOT Analysis Worksheet; you will use this worksheet for your SWOT Analysis (Section 4) assignment.	
7-Apr	Submit SWOT Assessment (Section 4) by 11:59 PM.	10
8-Apr	Read Chapter 6 and 8. Watch video with tips for Section 5. Start Strategic Assessment and Recommendations (Section 5.)	
11-Apr	Submit Section 5 by 11:59 PM.	10
11-Apr	Assemble all 5 sections, adding properly formatted cover page, TOC, and works cited. Submit to your peer partner for review. See case study example on Blackboard.	
12-Apr	Start your individual case PowerPoint presentation and peer review	
14-Apr	Submit peer reviewed final case study to assignment folder by 11:59 PM. (200 points for case study content.) Submit a copy of your final peer reviewed case study to Turn It In. (50 points for writing style.) Submit a copy of your peer partner's draft case with your edits and comments. (50 points for the quality of your peer review.)	300
15-Apr	Submit your individual case PowerPoint Presentation. Sign up for CAPSIM access.	50
18-Apr	Watch CAPSIM Intro Video. Complete First 3 CAPSIM tutorials by 11:59 PM. Each tutorial is 10 points	30
19 to 20 Apr	Set up and hold team meeting with instructor (video or in person) for CAPSIM kick-off	
21-Apr	CAPSIM Practice Round 1 due by 11:59 PM.	
22-Apr	Watch CAPSIM debrief. CAPSIM Practice Round 2 due by 11:59 PM.	
25-Apr	Watch CAPSIM debrief. CAPSIM Practice Round 3 due by 11:59 PM.	
4 to 5 May	Watch CAPSIM debrief. Set up and hold team meeting with instructor (video or in person) for CAPSIM competition kick off.	
26 to 27 Apr	Career Readiness Assignment Due.	50
29-Apr	CAPSIM Competition Round 1 due 11:59 PM.	
2-May	Watch CAPSIM debrief. CAPSIM Competition Round 2 due 11:59 PM. Complete CAPSIM HR Tutorial by 11:59 PM.	10
3-May	Watch CAPSIM debrief. CAPSIM Competition Round 3 due 11:59 PM. Complete CAPSIM TQM Tutorial by 11:59 PM.	10
4-May	Watch CAPSIM debrief. CAPSIM Competition Round 4 due 11:59 PM.	
5-May	Watch CAPSIM debrief. CAPSIM Competition Round 5 due 11:59 PM.	
6-May	Watch CAPSIM debrief. CAPSIM Competition Round 6 due 11:59 PM.	
9-May	Watch CAPSIM debrief. CAPSIM Competition Round 7 due 11:59 PM.	
10-May	Watch CAPSIM debrief. CAPSIM Competition Round 8 due 11:59 PM.	
11-May	Presentation Prep.	
11-May	MFT Grades Recorded.	100

12-May	Submit Presentations and Peer Reviews. CAPSIM team results 400 points possible: team scores from balanced scorecard @ 300 points; oral presentation 100 points possible. Both factored by individual peer review scores	400
	Total Points Possible	1000