

MGMT 4303 – 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

Online

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: Dr. Sharynn Tomlin
E-mail: Stomlin@angelo.edu
Department: Management and Marketing
Address: P. O. Box 10891
San Ángelo, TX 76909
USA

Office Hours

Day and Time: Online or webex only

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.

Demonstrate knowledge of contemporary business theory and practice in both domestic and global settings.

Course Philosophy and Additional Skills Developed: This course is designed to balance discussion and interaction with traditional lectures. Research has established that providing opportunities for active learning in the classroom usually improves the overall learning a student takes away from a course. Furthermore, the skills outlined below are critical to developing a desire for life-long learning required to succeed in your career of choice. With this in mind, this class and the lectures 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 - students, professor, and visitors - will actively participate in the class on a daily basis. Attendance is not only expected, but imperative. A portion of your course grade will be dependent upon your active involvement in the course.
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.

Course Textbook and Required Readings

David, 17th edition, *Strategic Management*.

Foliotek – see registration link on Blackboard

See link for online book on blackboard.

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:

Individual case assignment – 25 pts (Part I and Part II – 10; Part III – 15)
Chapter Quizzes – 10 @ 1 pt. each
Team Case – 35 pts (current situation assessment – 15; analysis – 20)
Team Case Presentation – 10 pts;
Digital badges – 2 @ 5 pts each
Foliotek – 10 pts.

IMPORTANT: ALL TEAM PROJECTS (TEAM CASE AND PRESENTATION) WILL BE GIVEN ONE GRADE; HOWEVER, INDIVIDUAL GRADES ON TEAM PROJECTS ARE DETERMINED BY A PEER EVALUATION PROCESS.

Due dates are noted on the Course Outline.

Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100 pts
B = 80 – 89 pts
C = 70 – 79 pts
D = 60 – 69 pts
F = 59 pts and below.

Class Requirements

Individual Case Assignments

You will be assigned a case located in the back of the textbook during the first week of class. These assignments and their respective requirements are explained in detail on Blackboard. The individual case will consist of three parts directly related to the chapter in the textbook. For example, the first part of the assignment will ask that you revise the mission statement for your company, perform an external analysis and develop a competitive profile analysis, which corresponds with Chapters 2 and 3.

Team Case Assignments

Your team will be assigned during the first week of class. You may request team members but if you do not indicate any preferences, I will assign team members. There will be 4-5 members to each team. Your team will be randomly assigned a company based on the instructors direction. Directions for this assignment are on Blackboard. There are three parts of this assignment: first is to actually write the company case, just as you would see one written in the back of the textbook. No analysis, just the current facts about the company. Second is the actual analysis of the company based on what has been discussed in Chapters 2-9 and what the team

submitted in Part 1. The first part of the analysis will be the same process you used in the individual case (Chapters 2-6), but will also include implementation and review or evaluation of your recommendations (Chapters 7-9). The third part will be the team presentation of your team case. This is a lengthy assignment and your team should start this early in the semester.

Foliotek

Foliotek is a career development software that will allow you to complete a full portfolio ready for use as an employment application package. Many of you have probably started this process in several of your other classes, but this semester we will want to refine and complete your portfolio. Refer to additional instructions and links on Blackboard. If you have not used this in the past, you will need to purchase the software which is useable for four years. Registration instructions are on the Blackboard.

Badges

You will also be required to complete two badges or credentials in this class: one will be the Leadership badge and the other is the Critical Thinking badge. Access to the badges is included with your Foliotek. You may have also completed other badges in other classes. The badges need to be claimed once you have successfully completed the requirements and attached to your Foliotek page.

Chapter Quizzes

There will be 10 chapter quizzes which would need to be completed by the assignment date listed on the syllabus. No late quizzes or makeups are accepted. These need to be completed before any Class Café discussions.

Bonus Points

From time to time, I will post a question/trivia/name that company in the Class Café. The first five correct answers will receive one bonus points added to the total points at the end of the semester.

Communication

Being able to remotely communicate with your office or team is a critical element in today's workforce. Accordingly, we will utilize WebEx during the course of the semester. I have scheduled five dates for that on your outline. You as a team will need to coordinate the time with me. It should be scheduled between 9:00 a.m. and 6:00 p.m. on the date listed. All team members will need to participate and be prepared to discuss the item on the outline. This can be accomplished from any computer, but I would encourage you to have access to a camera

either on your computer or smart device. I will send you an email invitation to the meeting as soon as your team decides on a time.

Class Policies

Response Time

Individual and team case analyses will be graded and returned to the students within two weeks of the assignment due date.

Missed/Late Work

Late assignments will be penalized one letter grade per class day. This does not include quizzes or class café discussions which are not accepted after the due date.

Participation/Absenteeism

Peer evaluation of your performance as a team member will include participation in meetings, timely completion of your assigned responsibilities and consideration of your other team peers.

Final Exam

The final exam will be the presentation of the team case analysis.

College Policies

Required Use of Masks/Facial Coverings by Students in Class at Angelo State University

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.

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 not 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:

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

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.

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/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. 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>.

Graduation Requirements

All students enrolled in this class must complete an "Exit Interview" or survey at the end of the semester. This will be available on Blackboard.

Additionally, all students enrolled in this class are required to take the Major Field Test (MFT). Details regarding testing policies, dates and assignment credit will be available by mid-semester.