

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

MW 1:30 – 2:45 pm

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: RAS 241
Phone: (325) 942-2383, Ext. 231
Fax: (325) 942-2384

Office Hours

Day and Time: Monday and Wednesday: 11:00 -12:00; 3:00 – 4:00 pm
Tuesday and Thursday: 11:00 am – 12:00; 1:30 – 3:00 pm

Location: Rassman 241

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 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, 16th edition, *Strategic Management*.

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 - 20% (Part I – 5; Part II- 5; Part III – 10)

Major Field Test (MFT) – 10%;

Chapter Quizzes – 10 @ 1 pt. each

Team Case - 30% (current situation assessment – 15; analysis – 15)

Team Case Presentation - 10%;

Digital badges – 2 @ 5% each

Foliotek – 10%

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 %

B = 80 – 89 %

C = 70 – 79 %

D = 60 – 69 %

F = 59 % and below.

Class Café

There will be a discussion board on the blackboard which is meant to simulate an In-class discussion. I will post questions/videos/cases that I think would be beneficial to further discussion and understanding of the course materials. I would encourage you to contribute to the discussions. Although they are not part of your grading scheme, it would be highly useful to you in terms of any “rounding” 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 three 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 4:00 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.

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 and analysis.

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.

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

As stated in the Angelo State University Operating Policy and Procedure (OP 10.15 Providing Accommodations for Students with Disabilities), the Student Life Office 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 contacting the Student Life Office at (325) 942-2191 or (325) 942-2126 (TDD/FAX) or by e-mail at Student.Life@angelo.edu to begin the process. The Student Life Office will establish the particular documentation requirements necessary for the various types of disabilities.

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.

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. 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

DATE		ACTIVITY	OBJECTIVE
January	14	Welcome; Foliotek Presentation	
	16	Introduction to course	Developing analytical and written communication skills
	22	Quiz Chapter 1 due.	
	23	Chapter 1; Mission Statement for Hershey's due next class; Team assignments;	Understanding of the strategic planning process; team processes
	27	Quiz Chapter 2 due	
	28	Chapter 2; Discussion of mission statement for Hershey's; EFE for Hershey's due next class; assignment of team; Class Café Discussion due	Writing Mission Statements; Critically analyzing and evaluating organizational mission statements and major organizational goals
	29	Quiz Chapter 3 due	
	30	Chapter 3: Discussion of EFE for Hershey's; IFE due next class; Class Café Discussion due	Understanding of how the external environment impacts strategic planning given current international conditions
February	4	Part I Individual Case Discussion	
	6	Individual Case Part I due	Developing analytical, critical and problem solving skills needed for strategic formulation
	10	Quiz Chapter 4 due	
	11	Chapter 4; Discussion of IFE for Hershey's; Class Café Discussion due	Understanding of the internal functions in strategic planning
	13	Team Case Discussion – Company selection is due. Using research tools. WebEx meeting with team and Dr. Tomlin	Using analytical, critical and problem solving skills for creativity strategic planning purposes
	17	Quiz Chapter 5 due	
	18	Chapter 5; Discussion of strategies; Class Café Discussion due	Using analytical, critical and problem solving skills for creativity strategic planning purposes
	20	Individual Case Part II is due	
	24	Quiz Chapter 6 due	
	25	Chapter 6; Discussion of SWOT and SPACE for Hershey's; Class Café Discussion due	Using analytical, critical and problem solving skills for creativity strategic planning purposes
	27	Chapter 6;	Using analytical, critical and problem solving skills for creativity strategic planning purposes

		Discussion of BCG, IE and QSPM for Hershey's; Class Café Discussion due	
March	4	Team Case Discussion – Outline due WebEx meeting with team and Dr. Tomlin	Using analytical, critical and problem solving skills for creativity strategic planning purposes
	5	Quiz Chapter 7 due	
	6	Chapter 7	Understanding of internal functions in the implementation of strategic plan Understanding the importance of career planning
	17	Quiz on Chapters 8 & 9 due	
	18	Chapter 8 & 9	Understanding of internal functions in the implementation of strategic plan; understanding of the importance of review and evaluation of strategic plan
	19	Quiz Chapter 10 due	
	20	Team Work Day	Understanding of internal functions in the implementation of strategic plan
	25	Individual case Part III due	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
	27	Team Case Current Situation Assessment Discussion	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. Understanding team processes needed for completion of project
April	1	Team Case Situational Assessment Discussion	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. Understanding team processes needed for completion of project
	3	Team Case Situational Assessment Discussion Foliotek is due Badges are due (should be claimed and attached to Foliotek)	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. Understanding team processes needed for completion of project
	8	Team Case Discussion - WebEx meeting with team and Dr. Tomlin	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. Understanding team processes needed for completion of project

	10	Team Case Current Situational Assessment due; both a hardcopy and electronic copy is required	<p>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.</p> <p>Understanding team processes needed for completion of project</p>
	15	Team Case Analysis Discussion	<p>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</p> <ul style="list-style-type: none"> • Critically analyzing and evaluating organizational mission statements and major organizational goals. • Scanning and evaluating an organization's external competitive environment. • Scanning and evaluating an organization's external general environment. • Critically analyzing and evaluating an organization's internal operating environment. • Evaluating the strength of an organization's competitive advantage. • Analyzing and evaluating the effectiveness of an organization's functional, competitive, and corporate strategies. <p>Understanding team processes needed for completion of project</p>
	17	Team work day	<p>Understanding team processes needed for completion of project</p>
	22	Team Case Analysis Discussion	<p>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</p> <ul style="list-style-type: none"> • Critically analyzing and evaluating organizational mission statements and major organizational goals. • Scanning and evaluating an organization's external competitive environment. • Scanning and evaluating an organization's external general environment. • Critically analyzing and evaluating an organization's internal operating environment. • Evaluating the strength of an organization's competitive advantage. • Analyzing and evaluating the effectiveness of an organization's functional, competitive, and corporate strategies.

			Understanding team processes needed for completion of project
	24	Team Case Analysis Discussion	<p>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</p> <ul style="list-style-type: none"> • Critically analyzing and evaluating organizational mission statements and major organizational goals. • Scanning and evaluating an organization's external competitive environment. • Scanning and evaluating an organization's external general environment. • Critically analyzing and evaluating an organization's internal operating environment. • Evaluating the strength of an organization's competitive advantage. • Analyzing and evaluating the effectiveness of an organization's functional, competitive, and corporate strategies.
	29	Team Case Analysis due	Understanding team processes needed for completion of project
May	1	Team work day – prepare for oral presentation	Understanding team processes needed for completion of project
	6	Team Case Presentations	Developing oral communication skills required for presentation of final project
		NOTE: All chapter and case assignments are international in scope.	