

Dillard College of Business Administration

SYLLABUS: MGMT 4853 Strategic Management Summer Semester 2019 Section 401, 8:00 AM MTWR Dillard 129

Contact Information

Instructor: Dr. Charles Bultena, Associate Professor of Management
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Course Materials

Hitt, Ireland, and Hoskisson (2015), *Strategic Management, (11th Edition)*. South-Western (Cengage): New York. ISBN: 978-1-285-42518-4 (paperback-concepts).

Course Description

Formulation and implementation of top-level managerial strategy. Topics include internal/external analysis, business, corporate, and international strategy, competitive dynamics, acquisition/restructuring, strategic leadership, and innovation. Students apply course concepts by developing a strategic case analysis and by participating in a computer business simulation.

Course Prerequisite

Graduating senior in business administration or consent of the chair.

Learning Goals

I. General Learning Goals:

- **Teambuilding and collaboration to achieve group objectives.** These objectives will be practiced as students work in interdisciplinary teams to conduct research, produce an extensive strategic case analysis presentation, and make all decisions required to run a simulated corporation. Instructor observation, project evaluation, and peer evaluation of team members will be used to assess these abilities.
- **Competency in speaking and writing for common business scenarios.** Students will practice their oral presentation skills in presenting an extensive team case analysis. The student's ability to speak clearly to an audience will be included in the team score for this exercise. A written case analysis report will also be assessed for writing ability.
- **Problem solving and decision-making abilities through critical analysis, evaluation, and interpretation of business information.** Students will be instructed in strategic analysis during the lecture component of the course. They will practice problem solving and decision making in preparing an extensive case analysis and in making all decisions required to run a simulated corporation. Their abilities will be assessed in a team presentation, a written case analysis, and in simulation performance.
- These general learning goals are among those established by the Dillard College. General learning goals represent the skills that graduates will carry with them into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

II. **Course Specific Learning Goals:** After completing this course, students should:

- Understand the strategic management process and how it applies to businesses.
- Apply strategic management tools and concepts to analyze strategy, identify critical strategic issues, and make specific recommendations for strategic change.
- Integrate fragmented knowledge of functional areas of the business curriculum through extensive case analysis and business simulation in multidisciplinary teams.
- Gain hands-on experience in formulating strategy and making key decisions necessary to implement strategy in a simulated corporation.
- Develop team skills by preparing and presenting a team case analysis and by serving on a student executive team charged with managing a simulated corporation.

Course Policies

Participation and Attendance Policy: You must be an active participant in class discussion, the simulation, and the case presentation. Obviously, you must be present to participate. Your participation grade will drop one letter grade per absence after three (3) absences have been recorded. **You will be dropped from the course with a grade of WF after three (3) consecutive absences or five (5) total absences have been recorded. If you are not in your assigned seat when the roll is checked, you will be counted absent! If you are counted absent and notify your instructor at the end of class that you were late, your absence will be changed to late. Being late twice is equal to one (1) absence.** Exceptions are granted only for documented university-authorized absences and tardiness that is due to documented physical disabilities. **See 2018-2019 MSU Student Handbook (p. 43) for University Class Attendance Policy.**

Missed Examination Policy: If you miss a scheduled exam, **you must immediately contact the instructor to schedule a make-up exam.** Students must make up a missed exam before they are allowed to return to class. Students who miss a scheduled exam will not be given the original exam (Form A). Instead, they will take a make-up version of the exam (Form B) that is substantially different from the original. It is in everyone's best interest for students to take the exam as scheduled if at all possible.

Conduct During Exams and Review of Exams: **All electronic devices must be turned off and stored out of sight throughout the entire duration of any exam. Failure to do so will result in termination of the exam with a grade of zero (0).** Any attempt to record or communicate exam content, by any means, during an exam or during a review of a completed exam is considered cheating and will evoke the **University Academic Misconduct Policy (see 2018-2019 MSU Student Handbook, Appendix E, pp. 117-118).** Students are not permitted to leave the room during an examination without turning in their exam.

Assignment Submission Policy: All assignments are due **in class at the beginning of class** on the specified due date. Assignments submitted after the instructor collects them from the class will be counted late, even if they are submitted during the class session. **Assignments will not be accepted via e-mail without the prior consent of the instructor. Late assignments may be placed under the instructor's office door if not submitted in class. Multi-page assignments must be stapled!**

Grading and Evaluation - Student performance will be assessed using the following methods:

Exams (2): Each exam will consist of approximately 65 multiple choice questions. Lectures, cases, videos, and handouts are the focus of the examination questions. **See *Missed Examination Policy* above.**

Projects (3): The following projects are assigned. Additional project details will be provided in class.

1. **Case Analysis – Individual Analysis:** Interdisciplinary teams of 4-5 students will conduct a detailed strategic analysis of a firm. Each student will conduct a specific analysis and prepare documents to be used in the team case analysis presentation below. Students receive an individual grade for their work and team grade for the team presentation. **Copying any classmate's written work or any source without citing the author is considered plagiarism and will not be tolerated. See *Academic Dishonesty policy* below.**

- 2. Case Analysis – Team Presentation:** Teams will compile the individual analyses above to prepare a professional 40-minute strategic case presentation. A comparative financial analysis of the firm and its closest rival will be presented. Students will present information from their assigned analysis. A compilation of the documents prepared by each student will be distributed **before** the presentation begins. **Each student must present part of the case.** Presentations will be guided by a professional PowerPoint or Prezi slide show with attractive color graphics. Interesting props, samples, and posters are encouraged.
- 3. Business Simulation – Homework:** At mid-term, interdisciplinary teams of students will apply their skills in strategic decision making by running a simulated electronics manufacturing firm. The winning team receives the **Michael E. Porter Strategy Award** and campus bragging rights. Students complete two homework assignments in the course. Both assignments are individual, not team projects. Both are typed and stapled with a cover page and a full-page analysis (10 pt. Times New Roman font, single spaced, 1-inch margins). First, students prepare a **Merger/Acquisition Summary** from current business literature (not part of the simulation) with a cover page, a full-page analysis, and the actual article(s) used. Second, students prepare a **Simulation Plan** for their simulation company. This includes a cover page; a full-page strategic plan (proposed company name, marketing plan, and intended strategy); and a decision projection for Period 1 from XGame Decision Analyst. Grading will be as follows: **A (95)** - excellent work; **B (85)** - acceptable work on time; **C (75)** – incorrect or incomplete work; **D (65)** - poor work. **Assignments are due at the start of class on the due date. Late homework must be received before the end of the next class session. A letter grade penalty (e.g., A reduced to B) is assessed for late homework without documentation of a university-approved absence.**

Major Field Achievement Test (MFT): Each student must take the MFT near the end of the semester to assess their knowledge of the field of business. Part of your grade will be based on your MFT score.

Final grades will be determined as follows:

Course Activity	Weight
Exam 1	20%
Exam 2	20%
Case Analysis Paper	20%
Team Presentation	15%
Homework	10%
Participation	5%
MFT Score	10%
Total	100%

Grade ranges are as follows:

Grade Range	Letter
90-100	A
80-89	B
70-79	C
60-69	D
Under 60	F

The grade ranges are firm. Standard rounding rules apply – only decimals of .5 or greater round up. For example, 79.4 is a “C” but 79.5 rounds up to a “B”.

Course Content and Outline

1. **Introduction** – Strategic Management Process; IO Model vs Resource-Based Model
2. **Environmental Analysis** – External Analysis, Internal Analysis, and SWOT Analysis
3. **Strategy Formulation** – Business-Level, Corporate-Level, and International Strategy
4. **Strategy Implementation** – Competitive Dynamics; Acquisition and Restructuring; Innovation
5. **Application** – Case Analysis Documents; Case Analysis Presentation; Business Simulation

Academic Dishonesty

With regard to academic honesty, please see the “Student Honor Creed” in the **2018-2019 MSU Student Handbook (p. 8)**. Your name on any exam or assignment is your pledge that all work contained therein is yours alone. **Collaboration is allowed only in team research and in the team presentation in this course. No collaboration is allowed in written documents submitted for a grade.** Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. Serious violations will result in you being dropped from the course with an “F” and may trigger disciplinary action by the college or university. **The University Academic Misconduct Policy (see 2018-2019 MSU Student Handbook, Appendix E, pp. 117-118) includes a student appeal process, but all incidents require written notification of the incident to the Department Chair, College Dean, and the Dean of Students with copies placed in the student’s file.**

Americans with Disabilities Act

If a student has an established disability as defined in the **Americans with Disabilities Act** and would like to request accommodation, that student should please see me as soon as possible (i.e., within the first two days of the semester). Refer to my office hours and phone number shown on page 1. This class follows the guidelines suggested by MSU Disability Support Services for those students who qualify for disability services. **See 2018-2019 MSU Student Handbook (pp. 24-25) for Disability Support Services.**

Food and Beverage Policy

No food of any kind is allowed in classrooms in the Dillard Building. All beverages are prohibited except **bottled water that is capped at all times when not taking a drink.** Policy is strictly enforced!

Campus Carry Policy

Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the University’s webpage at <https://mwsu.edu/campus-carry/rules-policies>.

Syllabus Change Policy

This syllabus is a general outline of material covered, learning goals, grading procedures and student performance requirements. Material covered, dates of tests, and percent of total grade will vary as necessitated by the pace at which material is covered and any unforeseen class interruptions, such as weather cancellations, guest lecturers, or instructor illness. This syllabus and the attached class schedule are guides for the course and are subject to change. Changes to the syllabus and/or class schedule will be communicated in class.

Additional Information

Grade Appeals: Any student who believes a grade has been inequitably awarded should first contact the instructor who awarded the grade to discuss the issue and attempt to resolve the differences. A student has 30 days following the first day of the succeeding semester to file a written appeal with the dean of the instructor’s college in which the course was taught. **See 2018-2019 MSU Undergraduate Catalog on MSU website under Registrar – Appeal of Course Grade.**

Grade Changes: No grade except “I” may be removed from a student’s record once properly recorded. Changes are not permitted after grades have been filed except to correct documented clerical errors. Requests for error correction must be initiated immediately after the close of the semester for which the grade was recorded.

Awarding and Removal of I: A grade of *I* (incomplete) is a non-punitive grade given only during the last one-fourth of a semester and only if a student (1) is passing the course; (2) has reason beyond the control of the student why the work cannot be completed on schedule; and (3) arranges with the instructor to finish the course at a later date by completing specific requirements. **A student must remove a grade of *I* within 30 days from the start of the next long semester by completing the stipulated work. See 2018-2019 MSU Undergraduate Catalog on MSU website under Registrar – Grading System.**

Tentative Class Schedule

Please keep this syllabus as a reference! Students are responsible for all information contained in the syllabus and for any changes to the syllabus which will be announced in class.

Tentative Class Schedule

Week	Day	Topic	Chapter
1	July 8	Syllabus Review; Introduction to Strategy	1
	July 9	The External Environment; Case Analysis Planning	2
	July 10	The Internal Environment	3
	July 11	Videos & Cases	3
2	July 15	Business-Level Strategy; Early Exam Review	4
	July 16	Competitive Dynamics	5
	July 17	Exam 1 (Chapters 1-5)	
	July 18	Corporate-Level Strategy	6
3	July 22	Acquisition and Restructuring; Merger/Acq. Summary Due	7
	July 23	Executive Game Introduction; Test Decision	XGame 1-4
	July 24	Decision 1; Simulation Plan Due; Case Analysis Checkup	
	July 25	International Strategy; Decision 2	8
4	July 29	Cases and Videos; Early Exam Review; Decision 3	8
	July 30	Entrepreneurship & Innovation; Decision 4	13
	July 31	Exam 2 - Chapters 6-8, 13, Simulation	
	Aug 1	Presentation Review; Decision 5	
5	Aug 5	Presentation 1; Decision 6	
	Aug 6	Presentation 2; Decision 7	
	Aug 7	Presentation 3; Simulation Awards Ceremony	
	Aug 8	Major Field Test – 7:40-10:00 AM (Allow 2 hours, 20 min.s)	

Case Analysis team documents are due in class before your team presents.

Major Field Test is mandatory for graduation.