

MGMT 4513: Strategic Management
Sec 503
Spring 2016

Spears School of Business
Oklahoma State University

Instructor: Dr. Federico Aime

Contact Information:

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Office Hours: By appointment. Contact me by email to schedule. May be held by phone, through other media or in person depending on location and time.

Course Site: Desire2Learn (Online Classroom): <http://oc.okstate.edu>

Administrative contact: spearsdistance@okstate.edu

Overview of the Course: This is the core course on Business Strategy and Policy required of all business majors. Strategic management is an integrative capstone course that challenges students to study and experience sets of multifunctional problems that confront top management.

Course Prerequisites: Please refer to the online catalog and/or your advisor for prerequisites.

Course Goals: This course introduces students of business to the complexities of multifunctional organizational problems and exposes them to the current literature and theories of Strategic Management. It contributes to student's professional development by contrasting the idiosyncrasies of top management decision making that of functional management. In doing so, it prepares students to better understand how the actions of their major area of specialization (e.g., marketing, finance, HR) may contribute to overall firm performance and the constraints that overall firm strategy may impose on functional actions.

Course Objectives	Program Learning Goals
1. Articulate well-reasoned analysis of how and why some firms are able to out-perform other firms.	Critical Thinking; Written and Oral Communication
2. Demonstrate the correct use of strategic management vocabulary through written and oral communication.	Business Knowledge and Competency
3. Locate and utilize appropriate information about business firms, their environment, and their stakeholders.	Business Knowledge and Competency; Technological Competence
4. Analyze the competitive environment and strategic options of many types of business firms using strategic management models.	Business Knowledge and Competency; Critical Thinking
5. Evaluate alternatives, develop recommendations, and argue convincingly for specific strategies firms should employ.	Business Knowledge and Competency; Critical Thinking; Written and Oral Communication
6. Integrate previous learning into an understanding of firm performance.	Business Knowledge and Competency
7. Analyze the business and ethical implications of competing strategic alternatives of firms.	Critical Thinking; Ethical Decision Making

Texts and Supplementary Materials: Strategy and Integration in Organizations MGMT 4513 – McGraw Hill-Primis ISBN: 9780390903563. The book is available on-line and combines selected chapters from “Strategic management” by Dess, Lumpkin and Eisner. The on-line book was created in order to reduce the cost of actually acquiring the full version of the book (available in Bookstores). Link: <https://create.mheducation.com/shop/#/catalog/details/?isbn=9780390903563>

Grading Policy: The grades in this class break down as follows:

Midterm	=	2,000
Final Exam	=	4,000
Quizzes	=	1,500
Class participation (group discussions)	=	500
Individual case assignment	=	1,500
<u>Critical thinking university wide assessment test</u>	=	<u>500</u>
Total	=	10,000

Incomplete grades (“I”) will only be given if the criteria described in the current OSU catalogue is met, no exceptions. This means that poor performance in the course or failing to withdraw by the corresponding deadline are not reasons for awarding an “I”.

Exams: Each exam will cover *all* readings, lectures, cases, exercises, and class discussions up to that point in the course (i.e., all exams are cumulative). Exams will be held online at fixed dates and hours. They will have specified start and finish times and must be completed within that range of time. While they are open book given the distance nature of the course, the time allowed for the test will be based on the time allowed in my in-person class for a similar test and should therefore be too tight for students to be looking up answers during the test. In the past, students who have done best in these tests have prepared for them as they would prepare for an in-class test.

You should **plan ahead to be available** and have a computer and Internet connection to take the test at the specified test time. If you have a constraint that limits your ability to take the test at the specified time, an alternative test and testing time can be made available to you on request. **I will only grant requests for alternative times and tests during the second week of the course**, so plan ahead.

Except in very specific cases, missing an exam will result in a zero. Make-up exams are provided only for students with **documented extenuating circumstances** such as family crisis, illness, accident, etc. that were prevented from taking the test at the scheduled time. Also, make-up exams may not be used to replace an earlier poor performance on a test. Should a make-up exam be necessary, you should **contact me as soon as possible** to make arrangements for the alternative date & time.

Team Activities: The class will be divided randomly into teams for the duration of the course. Teams will be responsible answering the quizzes, which will be group based and should provide an opportunity for you to discuss the main ideas in each lecture and therefore to be better prepared for the exams. Teams can also discuss case assignments and share research for case projects but case assignments will then be submitted individually.

Teams will be provided with team discussion boards to discuss projects and group quizzes. I will review the discussion board to assess your contributions and determine class participation points. Class participation points will be based on the quality of your contribution to the team projects as assessed by me with your group's input as an aid if needed.

I encourage you to discuss issues and concepts and to organize your teamwork through your discussion board. I will not provide specific guidelines or hold you accountable for a specific number of inputs in the board, but the more you all interact the better the potential result for your projects and quizzes.

- ▶ **Individual Case Assignment:** Each student will complete a case assignment with a written report. Students are allowed to share their research and analysis but all work on the paper should be individual work. Remember D2L has automatic plagiarism controls and make sure all the work you turn in is your individual work even if you discussed the ideas with your group. **The following deliverables are needed:**

Each student will present a written case analysis which should be no more than 5 and no less than 4 double-spaced pages and is due on the date and time indicated in the course schedule (last page of this syllabus). While I focus on the content of your essay for my grading, clarity of presentation and organization is essential for me to follow your ideas. A good starting point is to look at the case discussion questions in Quiz 4. But your answer cannot be a series of answers to questions but must rather be an essay. Some of these questions will guide your case analysis and should be an aid to you in formulating your answer. Therefore, reading the case before the end of the third week so as to deal with these questions should help you do well in the case project. A good approach to the project is to make sure you include all the elements that I look for in my grading of your assignment.

The performance will be assessed in the following dimensions:

- a) Diagnosis – the degree of thoroughness, indicated by the use of all appropriate course materials (neither more nor less than applicable) and adequate citation of evidence (symptoms) from the case.
- b) Solution – use of course material, realism, and feasibility given the facts and constraints of the case situation.
- c) Action – sufficiently detailed, clearly outlined steps to be followed to implement the solution.

- d) Evaluation – clear correspondence between the problem statement and solution(s), and identification of realistic success indicators

While evaluating the case think of making recommendations and diagnose points to a senior member of the firm.

- ▶ **Class Participation:** The team-based components of the course make some participation critical. I will keep track of your participation in team activities. Participation includes showing you are prepared in group discussions (group chat supported), making relevant contributions to the discussion, asking pertinent questions, politely accepting the opinions of other students, helping clarify an issue, offering an alternate point of view, and so forth. As in a business setting, the positive, active participation of all members increases the benefit to all by making the outcome and the learning experience better. **Try to agree on the answers to your quiz questions online and then assign a team member to submit the final quiz.** It is illegal to consult with members of other teams. The quizzes are intended as an opportunity to discuss course material and learn from different people's opinions. If you share information or distribute work and share it by email, make sure you comment about it in the chat. There is also a line between useful and excessive discussion and participation. Make sure you come to your decisions in an efficient way. Remember that in organizations, you have to be efficient to be successful and get everything done.
- ▶ **Quizzes:** The quizzes will be opened for answers after the time each lecture is assigned and will remain open up to the due date (no exceptions here). Quizzes should be an opportunity to review the material and get to understand it better. You can organize the work with your group in any way you prefer given the deadlines. However, my past experience shows that groups that went over the material with regularity over the length of the course tended to do better. I would like to highlight that every team member is allowed to submit the quiz. **There is not only one person allowed to submit it** and you can submit as many quizzes as you need before the final one. After your first submission, you should compare the answers with your teammates. When you get to an agreement about the answers, you have to decide who is going to submit the final quiz with the group's answers. I would recommend you to **send Maialen, my TA, an email** specifying the group member and the name of the student responsible of submitting the final quiz that week. If you don't send us anything, we will take into account the last quiz the group in overall have submitted.
- ▶ **Critical thinking university wide assessment test:** As part of the class students are required to take a critical thinking university wide assessment test during this class. This test is not about the class components but a general critical thinking test. The grade component for this assignment will be based on your performance on the test. This test has to be taken at a certified testing center and there is a cost for taking the test. Please contact the testing center of your choice in the list to find information about testing costs. Students will need to select an exam location (testing center), notify the distance learning office of the exam location and schedule an appointment with the testing center.

a) Select exam location

Students at the Stillwater campus can take this exam at the Wes Watkins Testing Center or at the University Assessment and Testing Center (UAS). Student in Tulsa can take their exam at OSU – Tulsa. Other students can take their exam at the testing center mentioned in the link below:

<http://spears.okstate.edu/distance/guide/centers>

If any assistance is required for identifying an appropriate testing center, please contact the CEPD office at 108 Gundersen, Phone: (866)-678-3933/ (405) 744-4048. E-mail: cepd-dl@okstate.edu.

b) Notify distance learning office of the exam location

Students need to notify the distance learning office of the location and scheduled time for the exam. The exam location will receive a copy of the exam instructions and password

- If you will be taking your exam at the Wes Watkins Center in Stillwater or at OSU-Tulsa, be sure to check the appropriate box at the bottom of the Student Information form, which you should complete at: <https://spears.okstate.edu/distance/graduate/enroll/studentform/>
- If you will be taking your exam at a testing center other than the Wes Watkins Center or OSU/Tulsa, please complete the proctor agreement form at: <http://spears.okstate.edu/distance/forms/>

c) Schedule Exam

Students should contact the testing center about 2 weeks prior to the exam to set up the exam appointment.

d) Exam Availability

The exam should be taken anytime in the 5-day period between Monday, February 8, and Friday, February 12. The exam time is approximately three hours

Course Grade Calculation: Final point scores will be converted into course grades using the following scale based on the percentage of total points achieved for the course:

- A (90-100%)
- B (80-89.9%)
- C (70-79.9%)
- D (60-69.9%)
- F (0-59.9%)

University Policies

Drop Policy: Last add/drop, non-restrictive..... 01/27/2016
Last DRW 50% / Last add restrictive..... 01/29/2016

Academic Integrity: Academic dishonesty **WILL NOT BE TOLERATED IN ANY FORM**. The following paragraph, extracted from the OSU Academic Integrity Policy, represents the policy of this course:

“Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in you being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <http://academicintegrity.okstate.edu/>

Although you may discuss assignments outside of class, turning in identical assignments will be considered cheating and will result in a zero grade on the assignments and could result in more severe penalties as allowed by the OSU Academic Integrity Policy. The use of solution manuals, solutions from prior terms or from the Web, copying from other students (either in the current semester or prior terms), or any such “aids” will be considered a violation to academic integrity and will be treated accordingly. Copying others or aiding others during exams will be penalized severely. Further, any materials used from any source must be cited properly. When the instructor feels beyond reasonable doubt that dishonesty has occurred, he will award a zero in the assignment, document the case, and initiate the corresponding Academic Integrity Procedures (<http://academicintegrity.okstate.edu/>). If you are in doubt about the acceptability of a particular action or activity, consult with the instructor prior to engaging in the action or activity.

SYLLABUS ATTACHMENT

For more information about OSU policies see:

<http://academicaffairs.okstate.edu/faculty-a-staff/47-syllabus-fall>

Disability Accommodations: Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so necessary accommodations to ensure full participation and facilitate your educational opportunity are provided. For more information about OSU Student Disability Services, please go to: <http://sds.okstate.edu/>

Schedule: The following schedule is tentative and subject to change as needed throughout the course.

Tentative Schedule

Week/Lecture	Topic	Assignment	Due/At
Week 1 Lecture 1	What is Strategy? Course Intro and Syllabus Review	Readings: Syllabus Slide/Videos Lecture 1	
Week 2 Lecture 2	Firm Performance and Value creation	Slides/Videos Lecture 2	
Week 3 Lecture 3	External Analysis and Markets	Readings: Chapter 2 Slides/Videos Lecture 3	Fri 02/12, 11:59pm
		Group Quiz 1 Critical thinking university wide assessment test	
Week 4 Lecture 4	Strategy Formulation: Business-Unit Strategy	Reading Chapter 5 Slide/Video Lecture 4	Fri 02/19, 11:59 pm
		Group Quiz 2	
Week 5 Lecture 5	Mid Term Exam (Lecture 1-4)		@ Tue 02/23, 7:15 pm
	Internal analysis	Reading : chapter 3 Slides/Video Lecture 5	
Week 6 Lecture 6	Strategy Formulation: Corporate Strategy and Internal Diversification	Readings: Chapter 6 Chapter 7 p254 (188e) to p269 (203e) Slides/videos Lecture 6	
	Begin case project	Case: Adolph Coors in the Brewing industry	
		Group Quiz 3	Fri 03/04, 11:59 pm
Week 7 Lecture 7	Strategy Implementation: Organization and Governance	Readings: Chapter 9 & 10 Slides/Video Lecture 7	
		Group Quiz 4	Fri 03/11, 11:59 pm
SPRING BREAK			
Week 8	No lecture-work in the Case and Prepare for the Final		
	Individual Case Assignment	Drop in D2L drop-box	Tue 03/22, 11:59pm
	Final Exam (All Course content)		@ Thursday 03/24, 7:15 pm

Questions or Comments: Please feel free to contact me about any questions or comments you may have about the course material or other aspects of the class. Your suggestions are always welcome.