



STRATEGIC MANAGEMENT & POLICY
(MGMT 4390 - Online)

Course Syllabus

PROFESSOR CONTACT INFORMATION

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COURSE MATERIALS

Text: Strategic Management and Competitive Advantage. Barney & Hesterly. Pearson Prentice Hall, Upper Saddle River, NJ (5th edition)

Electronic Resources: You will also need to access the University's Blackboard system to view your assignment grades, and course materials.

A list of cases to be analyzed in this class is provided in the course calendar. These cases can be purchased through this course's Harvard Business Publishing (HBP) webpage.

<http://cb.hbsp.harvard.edu/cbmp/access/66464905>

This link will require you to create an account with HBP (if you don't have one already) in order to purchase and download the cases.

COURSE DESCRIPTION

This is an integrative course that takes the perspective of the CEO to explore why some firms outperform other firms. In pursuit of the objectives of this course you will be presented with multiple opportunities to identify business problems, propose solutions, and recommend actions. I find the materials and issues that we will evaluate this semester fascinating as well as challenging. *The key to success in this course is the cumulative learning process that will require you to draw upon your educational and personal experiences to develop a more sophisticated view of business and management as the course progresses.*

COURSE OBJECTIVES

This course's essential learning objectives are to: 1) Gain a basic understanding of Strategic Management theories and principles, and 2) Learn to apply Strategic Management theories and principles. In pursuit of these objectives you should be able to do the following upon completion of this course:

1. Systematically analyze the external environment to formulate strategy (Chapter 2).
2. Systematically analyze the internal environment to formulate strategy (Chapter 3).
3. Explain how top managers can achieve and sustain competitive advantage through the implementation of business level strategies (Chapters 4 & 5).
4. Explain how top managers can achieve and sustain competitive advantage through the implementation of corporate level strategies (Chapters 6-11).

INSTRUCTIONAL PHILOSOPHY AND METHOD

My interest in the materials we will study is deep and genuine. I am convinced that understanding sound Strategic Management principles is critical to your personal and career success. Additionally, I find the Strategic Management discipline to be exciting and highly relevant given today's fast paced business environment. I am hopeful that your end-of-the-course assessment will be similar.

This course will rely upon a mix of lecture and case analyses. Rather than simply lecture about the current state of "best practices," it is necessary to recognize that theories change over time while reasoning skills survive. The case discussion method helps students to refine their skills as insightful questioners, rather than just good answer-finders. Just as in business, there is no single formula that you can follow to generate a recommendation in your case analyses. While we will reach consensus on some issues, many among you will have differing interpretations of business scenarios as we proceed through the course. This is the nature of business. You may find yourself occasionally frustrated by the ambiguity and the difficulty of assimilating conflicting points of view. Welcome to real life. The world will likely never again be a simpler place for any of us to comprehend than it is right now.

While our applications will emphasize the exercise of judgment, this course is not "theory free." Students will be given an opportunity to learn to "see through" complex problems by applying analytical approaches and frameworks which will provide them with insight into fundamental causes of business performance. Most of these analytical approaches will come from the textbook chapters. Since these chapters articulate much of the theoretical content of the course, they will be crucial to your comprehension of course concepts. It is extremely important that you study the textbook chapter materials so that you are able to apply chapter material to our in-class discussions, your case-analyses.

COURSE POLICIES

Academic Integrity: It is the responsibility of both students and instructors to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. Upon accepting admission to Sam Houston State University, a student immediately assumes a

commitment to uphold the academic integrity of the institution, to accept responsibility for learning, and to follow the SHSU academic integrity rules. Ignorance of these rules does not exclude any member of the Sam Houston State University community from said rules. Cases of apparent scholastic dishonesty will result in a failing course grade.

Make-up Work and Late Assignments: Make-up work and late assignments will not be accepted without a University approved excuse. I recommend that you provide yourself ample working time to assure that you meet each assignment's respective deadline.

Syllabus Changes: Amendments to this syllabus may be made by the professor as the course progresses. The exercise of such amendments will be limited to the best interests of all course participants as deemed necessary by the professor.

Grading Issues: Please do not wait until the end of the semester to speak with me regarding problems with the course material or with your grade. It will be too late at that point to address grade deficiencies. In order to facilitate the timely discussion of grade issues I will do my best to ensure your assignment grades are posted on Blackboard within seven days of the due date. You will have five days from the time an assignment score is posted on Blackboard to appeal it. After five days have passed, I will only consider grade issues due to computational, or Blackboard input errors.

ProctorFree: All exams in this course must be taken using the ProctorFree Exams link provided in the course navigation menu. Failure to take exams through ProctorFree will result in an exam score of zero.

PERFORMANCE EVALUATION

Final grades are based on student performance in the grade components outlined below. The point values for each grade component are listed below.

Chapter Quizzes (the sum of your top 10 chapter quizzes at 5 points each)	50 points
Case Analyses (3 at 50 points each)	150 points
Unit Exams (3 at 50 points each)	150 points
Comprehensive Final Exam	50 points
<i>Total</i>	<i>400 points</i>

Full descriptions of the grade components are provided in the document entitled 'Assignment Descriptions' found in the 'General Course Info' content area of the course Blackboard page.

The following percentages define the grade divisions:

100 - 90 = A 89.99 - 80 = B 79.99 - 70 = C 69.99 - 60 = D < 60 = F

NOTE: The grade break points are fixed, and I do not round individual student grades up. For example, if a student has earned 89.9999% of the total points possible, that student will receive a B in this course. However, I reserve the right to curve the grades of the entire class if I deem it necessary.

The exercise of this right will be limited to such cases that are consistent with the interests of all course participants and SHSU.

OTHER ADMINISTRATIVE CONCERNS

Messages for Me: I prefer to be contacted by e-mail. I check my email regularly, and with all of the students I teach, I may forget your concern if I do not have it in writing in my inbox. As such, if you have any messages or specific requests for me please submit them via e-mail. My email address is reutzel@shsu.edu. Please ensure that your message includes your name, the course number and section in which you are registered, and a complete description of your concern. *I will do my best to respond to your emails within twenty-four hours of receiving them.*

Messages for You: I will primarily utilize email to communicate with you. As such, please make sure that you regularly check the email address that is linked to your blackboard account, as that is the email address I will use to contact you. I will also post announcements on Blackboard regarding significant course events to the Blackboard page.

Students with Disabilities: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. *If you are entitled to special accommodation due to a disability, please contact me within the first week of class to inform me what accommodations need to be made.* Any student with a disability that affects his/her academic performance should contact the Office of Services for Students with Disabilities in the SHSU Lee Drain Annex (telephone 936-294-3512, TDD 936-294-3786) to request accommodations.

University Statement on Harassment and Discrimination: Sam Houston State University is committed to providing an educational and work climate that is conducive to the personal and professional development of each individual. To fulfill its multiple missions as an institution of higher learning, Sam Houston State University encourages a climate that values and nurtures collegiality, diversity, pluralism and the uniqueness of the individual within our state, nation and world. *Please note that any form of harassment, and any form of illegal discrimination against any individual is inconsistent with the values and ideals of SHSU.*

Accommodations for Religious Holy Days: Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: “a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20....” A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.