

SYLLABUS

Strategic Management

MGMT 5390

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Virtual Office Hours: I will generally be able to respond to your emails within 48 hours.

Required Text: A simulation and selection of book chapters are needed. I will send you a unique registration code for the simulation and an ISBN number for the online textbook at the beginning of the semester online. You will need to use a credit card to pay for this material. Cost will be approximately \$110. Other required materials are journal articles available through SHSU databases.

PURPOSE OF THE COURSE: The purpose of the course is to enhance your ability to think strategically and to develop your strategic management skills.

OBJECTIVES:

1. To develop insights into the strategic management process.
2. To integrate functional business skills into a broader organizational and managerial perspective.

COURSE COMPONENTS: I would like you to leave this course with a real working knowledge of strategic management. That means that you need to have a sound understanding of the main strategic management concepts and analytic tools and experience putting them to use. The course components are designed to ensure that you can achieve those objectives. I realize that some of you may not have had an undergraduate course in strategic management. I also realize how quickly we forget what we learned as undergraduates. To remedy those problems, I have bundled seven textbook chapters into a brief online textbook. You will need to gain a mastery of this material and be able to accurately and appropriately apply it. I have also chosen a set of articles which enhance or differ from the textbook material. Many of the articles cover ideas not discussed in the textbook chapters. Using the discussion board, you will be expected to address questions on those articles. The simulation and case analyses will afford you the opportunity to apply strategic management techniques and concepts and to integrate your functional business skills.

DISCUSSIONS: You will need to enter four discussion boards #2-5 during the semester.

1. Readings will be posted on the Discussion Board along with prompts that you will need to respond to.

2. You should answer each prompt by 8am.

3. You then have until 8 a. m. the next day to post comments on another student's answer to (each) prompt. If there are three different prompts in a discussion board, you will need to post three comments. Build on the student's thread. You might enhance what was said or indicate why you disagree with it. Use information from the articles you read ...don't just give your opinion or say, "That's a good idea."

4. I will not usually participate in these discussions. Discussion is not as rich when I enter the discussion room. Experience has taught me that students hold back from expressing themselves. I'm not sure why that is...do you know?

CASE ANALYSES: Most executive MBA programs are case based. I know our MBA program is not a designated executive program but I feel certain you can handle the analytic demands of case analyses.

There are two cases analyses that you as an individual will complete. I will post questions to guide your analysis and I will grade your answers. Other students will not read or critique these two cases.

There is one other case that you will analyze as a member of a team. There will be a Group Discussion Board where your team's responses to the case questions will need to be posted. Your team will be simulating making a presentation to other executives and then engaging in a give and take of ideas. Some of the students who critique your work will find fault with what you did and criticize you; some will approve of your analysis and built on it; some will have a different perspective. (You may respond to a critique if you wish.)

When you are assigned to critique another team's case analysis, you should acquaint yourself with the case. Then critically read the student report and comment on it using a discussion board thread. While the case analysis is a team effort, the critique of another team case analysis is your own work. Critiques should not exceed 75 words. Say something meaningful in a succinct manner.

Timeline for case analyses postings:

1. The case will be posted along with a set of questions that should be the focus of the analysis.

2. The deadline to post a case analysis will be 8 a.m.

3. 8 a.m. the following day is the last time to post critiques (as well as any responses from the team who prepared the case analysis).

MID TERM EXAM: There are 2 parts to the exam: the Simulation Quiz 2 and a set of short essay questions covering the journal readings, chapter concepts/analytic tools and simulation material. The simulation quiz 2 will be open for 48hrs. It is an open book quiz which has a 90 minute time limit once you begin. The essay part of the exam is open book and will be available for five days.

SIMULATION: You will act as the CEO of a camera company and compete against other companies using the GLOBUS simulation. This simulation will challenge you to make strategic and operational decisions within a dynamic setting. (You are guaranteed 70 on the overall performance score if I can see you spent time making decisions and you complete an in depth “lessons learned” reflection paper. If you do not spend time and make reasonable decisions each week, there will be no adjustment in the score, i.e. there will be no automatic federal bailout for your company if it tanks.) The breakdown of the simulation final score is: 70%, overall performance score at the end of the decision rounds; 15%, simulation quiz 1; and 15%, 3yr strategic plan.

FINAL EXAM: The final essay exam will assess your ability to synthesize what you have learned about strategic management.

ATTENDANCE/DEADLINES: In an online class there is no attendance policy, but there are strict deadlines. There are no late submissions for the simulation entries or quizzes or discussion board entries or critiques of case analyses. Case analyses or essay exam may be submitted up to 48 hours after the deadline, but you will have lost half the possible points for that assignment. I will provide a schedule of the deadlines. This is a demanding course...as you probably expected the capstone course to be. If your work or life-demands are such that you won't be able to make these deadlines, you might consider not taking the course in this format or waiting until you have time to meet the class requirements.

POLICIES

Professionalism: Rude, crude or non-constructive comments made online demonstrate a lack of professionalism. You will lose 5% of your final grade if you ignore a warning to discontinue such behavior.

Academic Dishonesty: Students are expected to be aware of all university policies for students, particularly those relating to cheating or plagiarism. Honesty and integrity are essential in the academic experience both in and out of the classroom. Any type of scholastic dishonesty (e.g., cheating, plagiarism, collusion, etc.) will not be tolerated at all. If any student(s) is/are found involved in any act of academic dishonesty, serious action will be taken. Please make sure not to “copy” anyone else's work or allow someone to copy your work either intentionally or unintentionally. Plagiarism is defined as using someone else's words or ideas without proper attribution. The proliferation of Web pages and electronic publications makes it easy for plagiarism, accidental or otherwise, to occur. When in doubt, make sure to include a full citation as a reference at

the end of the paper. See:

<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>

Note: SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Counseling Center and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential.

NOTE: no accommodation can be made until you register with the Counseling Center. It is the policy of SHSU that no otherwise qualified disabled individual shall, solely by reason of a handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any SHSU activity. Handicapped students may request academic assistance when needed from a Committee for Continuing Academic Assistance for Disabled Students by visiting the Director of the Counseling Center.

GRADING RUBRICS: Your grade will be based on your ability to apply the concepts and techniques from the 7 chapters and the readings: Can you use the concepts and techniques of strategic management correctly and appropriately? What insights about companies and their environment do you derive from your knowledge of strategic management? I consider a response containing a set of reasonable ideas to be average work; a response showing you can actually use the terms and techniques to be above average work; a response showing insight and creativity based on your use of the terms and techniques to be outstanding work.

A = 900-1000, best in class, outstanding performance

B = 800-899, above average performance

C = 700-799, average performance

F = less than 700, below average performance

Point allocation

4 Discussion Boards (2-5)	240	(60 pts each:
50 pts. for answers to prompts & 10 pts. for comments)		
Midterm exam: GLOBUS quiz 2	100	
Midterm exam: short essay	150	
GLOBUS Simulation	200	(2x the simulation score)
2 individual case analyses	200	(100 points each)
1 team case analysis	50	
2 assigned critiques of other team's case analysis	10	(5 points each)
Final exam	<u>50</u>	
Total possible points	1000	