

Fall 2015: Strategic Management

Instructor Information

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- Office Hours: CCT Room 342, Mondays/Wednesdays: 10:00-12:00 noon and 5:00-6:00 p.m.; and by appointment
- Office Phone: 706-507-8067 (Please note that if I don't answer the phone I will call you back as soon as possible, but I encourage you to send me an e-mail as well – I check my e-mails fairly frequently throughout the day.)

Course Information

Course name and CRN number: BUSA 4185 Strategic Management Capstone Course

Credit Hours: 3

Meeting Place & Time: CCT Room 205 Mondays and Wednesdays

Time: 12:00-1:15 (Day section) and 7:30-8:45 pm (Night section)

Course Description: The primary objective of BUSA 4185 is to serve as a capstone course for the BBA program. The course is designed to require students to utilize knowledge gained from previous courses in economics, marketing, management, accounting, finance, and statistics for the design and implementation of business strategy and policies. This course and should be taken in your last semester (or close to it). In this course you are expected to draw from all of the business courses that you've taken to analyze the firm's competitive position, develop strategies, and design a set of interdependent organizational systems to implement the strategy. The concept of competition is crucial in this course, and although we will focus on for-profit companies, the skills you learn in this course can be usefully applied in many non-profit situations as well. You may find that the standards for this course are more rigorous than for some of the introductory courses that you've taken. This is our intention – after all, you are seniors now and will be judged by an even more rigorous standard in the business world. **Most students find that they will have to work hard in this course to get a "B". There is no doubt that you will need to devote more time for outside work in this course than for most other courses.** Therefore, good organization and time

management are important to making a good grade in this course. Don't let the hours required for this class intimidate you. The workout *will* help build skills that will help you succeed in your business career.

Required/Recommended Textbooks and Materials

This semester we will be testing an online textbook so you will not have to pay for a textbook. However, there is an online software program required for this course. Every student will also need access to the the Business Strategy Game, which is an online simulation program. The cost to access this program is about **\$43** and you will need to use a credit or debit card to pay for it. You can preview the simulation program at www.bsg-online.com, but you will need a code from me to register for it (I will give you the details later). We will sign up for it online after we have formed teams, which will be within the first few weeks of class.

Course Learning Outcomes:

By the end of this course students should be able to:

- (1) Explain the strategic management process; the nature of strategy formulation, implementation, and evaluation activities; and the key terms of strategic management.
- (2) Demonstrate knowledge of the nature and role of vision and mission statements in strategic management and be able to write good vision and mission statements.
- (3) Conduct an external analysis of the major external forces that affect organizations.
- (4) Conduct an internal analysis of a firm's culture and the functional areas to uncover the firm's key strengths and weaknesses.
- (5) Demonstrate knowledge of the different types of business strategies and be able to choose an appropriate strategy.
- (6) Demonstrate knowledge of the management, marketing, finance, accounting, R&D, and MIS issues and how they interact to affect strategy choice and implementation.
- (7) Demonstrate knowledge of the key issues of strategy review, evaluation, and control.
- (8) Be able to apply the above to an analysis of a real company case.

Turner College of Business BBA Program Goals

Mission Statement: The Turner College prepares business students to add value to their communities and to their employers in a globally competitive environment.

Our graduates will:

- be proficient in problem-solving and decision-making in a business context.
- demonstrate knowledge of key business disciplines and concepts.
- recognize and analyze ethical issues in a business context.
- demonstrate knowledge of global business concepts and cultural diversity in a business context.
- communicate effectively in a business context.
- be proficient in using information technology in a business context.

Program Assessment

Program-level assessment has become an important component of assuring program quality and in maintaining professional accreditations with organizations such as AACSB, International (AACSB), and the Southern Association of Colleges and Schools (SACS). Some of the assignments in this course may be used to assess student learning at the program level. When a course assignment is used in this manner, the college will follow Federal guidelines to protect the confidentiality of student information.

Course Assessment

Learning Activities

In-Class and Homework Assignments (Individual and Team-Based):

We will cover much of the textbook during the first half of the semester. This means that we will move pretty fast in our coverage of the course topics. Notice that 15% of your course grade is from in-class and homework assignments. This is because I would like you to come to class prepared to discuss the material. It gives everyone in the class a better learning experience. Your weekly assignments might include watching videos, answering end-of-chapter questions, analyzing cases, and/or other experiential activities. Some of them will be done individually, and some of them will be done in teams. I will try to post the upcoming assignments two weeks in advance on Cougarview so that you can plan ahead and get the work done ahead of time if needed. Again, time management is key here since you are expected to meet the deadlines for each assignment. **Please note that I do not accept late assignments. Keep track of the deadlines! Your grade for a late assignment will be 0.**

Team Assignment: The Business Strategy Simulation Project

We will use a computer simulation program called "The Business Strategy Game" to provide you with practice in the analysis and implementation of business decisions. This is a team project and you will make and implement decisions as a team. Your team's performance on this simulation program will count for 20% of your overall course grade. The simulation program emulates the strategic management process in a global

competitive environment. Each company (group) competes for sales, profits, and market share while students practice reading and understanding financial statements, allocating corporate resources, and balancing competing demands. You will need a credit or debit card to register on the Business Strategy Game website (www.bsg-online.com). **Everyone on the team will need to register (not just one per team!).** Registration will cost about \$43 per person, and you will be expected to register by the end of the 2nd week of class (I will provide you will more information on this very soon). As soon as I see the class roster I will determine how many teams we will run -- much depends upon how many people are on each team and how many students are still in the class. There are new class rules concerning the Business Strategy Simulation Game: In an effort to promote fair market competition in the strategy simulation game, I have enacted the following "anti-monopoly" and "anti-dumping" rules which will be enforced through hefty company fines (the amount of the fine will be based on a combination of the amount of revenues generated by the illegal act and the estimated negative impact on competition):

- (1) No team shall enter a bid that is more than 25% of the projected Private Label demand in any one geographic area ("anti-monopoly" rule); and
- (2) No team shall enter a bid that is below the variable (production) cost of a Private Label product for the purposes of knocking rivals out of the market ("anti-dumping" rule).

Team Assignment: Analyze a Corporation

One of your homework assignments will be to conduct a SWOT (situation analysis) on a real-world company. This is a team assignment. Your team will choose a company within the first few weeks of class. Each team will choose a different company to analyze -- I will allow you to choose within certain parameters, but it is first come, first-served. The company you choose will need to be a publicly-traded company so that you can easily collect financial information to conduct a financial analysis of the company as part of your SWOT analysis. Your team will present the results of your SWOT analysis at the end of the semester. We will discuss the specific details of this team project soon. The final draft will be due on Sunday night, November 15 and your team will present your findings to the class at the end of the semester (beginning the week of November 30).

The Team Oral Presentation

Each student is expected to participate in the formal end-of-semester team presentation of your SWOT analysis. You should act and dress the role of a business consultant. Emphasis will be given not only to the content but also to the effectiveness of the presentation. An objective of this exercise is to better prepare you to "sell" your ideas to upper management. You are expected to use charts, graphs, Powerpoint slides, etc., in these presentations to accomplish this goal. You will receive an individual grade for your part in the presentation which will count for 5% of your overall course grade. The entire presentation should take about 20 minutes with each team member contributing at least 5 minutes to the presentation. **Please note: Students who do not show up for their team's case presentation will not receive credit for any of the team assignments in this course, which together represent about 30% of the total course grade!**

Senior Capstone (ETS) Exam

The ETS Major Field Test is a national business program assessment exam that counts for 5% of your overall course grade. This is an individual test that you will complete in March (our Student Services Center will send you an e-mail about the date and time of the exam soon). The ETS exam contains questions related to material that you should have learned in your other business classes (Accounting, Finance, Operations Management, Marketing, etc.). We use this assessment to measure what our students have learned from the business program as a whole. You can read more about this exam and get sample questions from the following website:

http://www.ets.org/mft/about/content/bachelor_business

I will use the following scale to determine your grade for this portion of the course:

- ETS score > 169 = 100 (A+)
- ETS score 160-169 = 90-99 (A)
- ETS score 150-159 = 80-89 (B)
- ETS score 140-149 = 70-79 (C)
- ETS score 130-139 = 60-69 (D)
- ETS score below 130 = 0

Your individual scores on the senior capstone exam are based on national statistics. According to the information on the ETS website, more than 99% of all business graduates achieve a score above a 130 on the ETS exam. Therefore, scores below 130 will receive a 0 on this exam (no credit). Also, if you do well on the exam, I will give you extra credit on your midterm, so try your best. It is a challenging exam, but note that most of our business students score above the national average (the national average on this exam is about 152).

Grading

Graded Learning Activities and Exams	Percentage	Points
Exams #1 and #2 (worth 20% each)	40%	40
Final Exam (Comprehensive)	10%	10
Team Strategy Simulation Performance *	20%	20
Assignments (In-Class and Homework)	15%	15
Senior (ETS) Capstone Exam	5%	5
Class Attendance and Participation	5%	5
Team Presentation of SWOT Analysis *	5%	5
Total Possible	100%	100

Final Grade Calculation

Point Range	Percentage Range	Final Grade
90-100 points	90-100%	A
80-89 points	80-89%	B
70-79 points	70-79%	C **
60-69 points	60-69%	D
59 and below	59% and below	F

* Being able to work in teams is a vital part of this course. About one-third of your course grade will come from team efforts. You will be allowed to choose the members of your team, within certain parameters. At the end of the semester, your teammates will be asked to evaluate your contribution to the team. This evaluation will affect your grade.

** Remember that you need a C in this course to graduate. If your course score is at least 90, you have an A; at least 80, a B; and at least 70, a C. These grade cutoffs are absolute - - for example, a 69.4 is a D, not a C. Understand that your grades in this class are earned, not given. I will assign a grade based on your course performance and nothing else. When transforming total scores to letter grades, "close" does not count. Final grades are final -- no "extra credit" points are available to individual students after the final exam.

Peer Evaluations

Peer evaluations are very important in the learning and developmental process. We will have two peer evaluations during the semester. The first one is developmental and has no effect on your grade. The final peer evaluation will result in a re-allocation of your grade if appropriate. Note that about one-third of your final grade is subject to peer evaluations! Peer evaluations will be done on the BSG simulation website.

Course Communication

- Course communication outside of class will be via e-mail (*snipes_robin@columbusstate.edu*) and CougarView (News postings, Discussion Boards, etc.).
- There are a few discussion board assignments in this course. Discussion questions will be posted and will serve as the outlet to probe for more information. This is your voice, but remember, an important aspect of discussion it to remember proper conduct. You are responsible for abiding by the proper Netiquette guidelines.
- Use your official CSU account for all e-mail communication.
- Always identify yourself in the e-mail and let me know what class you attend. If you need clarification on an assignment, ask at least 24 hours before it is due, otherwise you may not get an answer in time to complete assignment successfully.

Course Policies

CSU Disability Policy

If you have a documented disability as described by the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, you may be eligible to receive accommodations to assist in programmatic and physical accessibility. We recommend that you contact the Office of Disability Services located in Schuster 221, 706-507-8755, as soon as possible. The Office of Disability Services can assist you in formulating a reasonable accommodation plan and in providing support in developing appropriate accommodations for your disability. Course requirements will not be waived but accommodations may be able to assist you to meet the requirements. Technical support may also be available to meet your specific need. For more information, see [CSU Disability Services](#).

Course Attendance Policy

Regular attendance and participation are both important learning activities. Your class participation grade includes not only your class attendance, but it also includes the number of tardies and your actual participation in class discussions! That means you need to keep up with the textbook readings and come to class prepared to participate in our discussions. Obviously, if you are not physically present in class you cannot participate so I can't give you class participation points if you are not there (even if it is an excused absence). If you know you are going to have university-excused absences during the semester (due to athletic responsibilities, etc.), you will need to step up your participation in class discussions on those days that you are present. If you have to miss a class, it is up to you to get the material that we covered in class that day from another student (note that oftentimes I will cover material not found in your textbook but will be on the quizzes or the midterm/final exams). I am teaching two sections of this class and you may sit in on another time/section if you have to miss a class – otherwise you will need to get the information you missed from another student.

Academic Integrity

All students are expected to recognize and uphold standards of intellectual and academic integrity. As a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Both the ideals of scholarship and the need for fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work. Students are expected to comply with the provisions of Section III, "Student Responsibilities," of the Columbus State University Student Handbook. This specifically includes the sections on "Academic Irregularity," and "Conduct Irregularity." In particular, the Columbus State University Student Handbook states: *"No student shall give or receive assistance in the preparation of any assignment, essay, laboratory report, or examination to be submitted as a requirement for any academic course in such a way that the submitted work can no*

longer be considered the personal effort of the student submitting the work.” Plagiarism is defined as “the practice of taking someone else’s work and passing it off as one’s own.”

Note that the submission of any plagiarized work (which includes material copied from other sources, such as the internet, or from other students) will result in a 0 for the assignment, and possibly a 0 in the course as well. You should also know that most of the assignments that you will submit through Cougarview this semester will be automatically checked for plagiarism through a program called Turnitin.

Technical Requirements

Students should be able to:

- Use CougarView (discussion board, and uploading documents for assignments)
- Compose an email
- Attach a file
- Upload a file
- Download a file
- Save a file to computer or USB device
- Use Powerpoint and Excel software

Hardware requirements

[How do I know if my computer will work with CougarView?](#) CougarView is CSU's version of the "BrightSpace" learning management system.

Software requirements

- A office suite such as Microsoft Office or Open Office
- Microsoft Office 365 is available to all CSU students free of charge for use on their personal computers and devices. Click here to access [Microsoft Office 365 Student Portal](#).
- OpenOffice can be downloaded for free by going to <http://www.openoffice.org/>
- To open PDF files you might need [Acrobat Reader](#)
- Browser Plugins (Pdf files, QuickTime files, Mp4 files) can be usually be obtained at the browsers website.
- [Google Chrome](#)
- [Firefox](#)
- [Safari](#)
- [Internet Explorer](#) (Caution: IE is often problematic for D2L-CougarVIEW)
You can always learn more about CougarVIEW by clicking on the "HELP" icon located on the right-hand side of the CougarVIEW top navigation bar. If you need technical support or need assistance configuring your computer, you can refer to the link located in the "Technical Resources" widget located on your "My Home" and your "Course Home" pages. If you cannot solve your problem after reviewing the knowledge base help pages, you can call the BrightSpace Help Center 24-7 and talk to a Help Center agent. The number is 1-855-772-0423.

Course Schedule

Week	Meeting Date	Topic	Reading/HW
1	Week of Aug. 17	Course Overview and Requirements Lecture: What is Strategy? Lecture: The Process of Crafting and Executing Strategy Online Textbook Chapter 1: Mastering Strategy (lardbucket.org, Creative Commons License)	Assignment #1: "Introduce Yourself" Assignment and Syllabus Quiz
2	Week of Aug. 24	Lecture: Formation of Vision, Mission, and Strategic Goals Online Textbook Chapter 2: Leading Strategically (lardbucket.org, Creative Commons License)	Form Teams
3	Week of Aug. 31	Evaluating a Company's Competitive Position Porter's Forces Analysis Strategic Group Mapping Online Textbook Chapter 3: Evaluating the External Environment (lardbucket.org, Creative Commons License)	
	September 7	LABOR DAY HOLIDAY!	No Class
4	September 9	Internal Scanning/Organizational Analysis Online Textbook Chapter 4: Managing Firm Resources (lardbucket.org, Creative Commons License) Youtube Video: Southwest Airlines Case Study	
5	Week of Sept. 14	Workshop on Financial Analysis Class Handouts Online Article: "How to Analyze Financial Statements" (by Ben McClure, Investopedia.com)	
6	Mon., Sept. 21 Wed., Sept. 23	Exam #1 (Covers Modules 1-4) Lecture: Competitive Strategies Online Textbook Chapter 5: Business-level Strategies (lardbucket.org, Creative Commons License)	
7	Week of Sept. 28	Lecture: Competitive Strategies (Continued) Lecture: Selecting Corporate-Level Strategies Online Textbook Chapter 6: Supporting Business-level Strategies (lardbucket.org, Creative Commons License)	Register for simulation access on Business Simulation Website: http://www.bsg-online.com/
8	Week of Oct. 5	Lecture: Directional Strategies and Portfolio Analysis Lecture: Functional Strategies Online Textbook Chapter 8: Corporate-Level Strategies (lardbucket.org, Creative Commons License)	Read the Strategy Game Simulation Case Study and Guide on Business Simulation Website: http://www.bsg-online.com/
9	Week of Oct. 12	Lecture: Strategies to Avoid Lecture: Strategy Implementation and Executing Strategy Through Organizational Design Online Textbook Chapter 9: Executing Strategy Through Organizational Design (lardbucket.org, Creative Commons License)	Continue reading the Strategy Game Simulation Case Study and Guide on Business Simulation Website: http://www.bsg-online.com/
10	Mon., Oct. 19	Exam #2 (Covers Modules 5-8)	

	Wed., Oct. 21	Review Exam #2 Workshop on the Simulation project Trial Simulation #1 due by 10:00 pm Sunday Business Simulation Website: http://www.bsg-online.com/	Practice Simulation #1 Decisions Due by Sunday on Business Simulation Website: http://www.bsg-online.com/
11	Week of Oct. 28	Workshop on the Simulation project Trial Simulation #2 decisions due on Tuesday Lecture on Strategy Implementation (Chapter 9) 1st Period decisions due by 10:00 p.m. on Sunday Business Simulation Website: http://www.bsg-online.com/	Practice Simulation Round #2 1st Peer Evaluations Due 1st "Real" Period Simulation Decisions Due Sunday
12	Week of Nov. 2	2nd Period decisions due by 10:00 p.m. on Tuesday Workshop on Strategy Implementation 3rd Period decisions due by 10:00 p.m. on Sunday Business Simulation Website: http://www.bsg-online.com/	Simulation Decisions Due Work on Company Report (SWOT Analysis)
13	Week of Nov. 9	4th Period decisions due by 10:00 p.m. on Tuesday 5th Period decisions due by 10:00 p.m. on Sunday Lecture: Evaluation and Control (Module 9) Lecture: Leading an Ethical Organization Online Textbook Chapter 9, Section 3: Creating Control Systems Online Textbook Chapter 10: Leading an Ethical Organization	Simulation Decisions Due Work on Group Presentations
14	Week of Nov. 16	6th Period decisions due by 10:00 p.m. on Tuesday 7th Period decisions due by 10:00 p.m. on Sunday Workshop on Group Presentations Business Simulation Website: http://www.bsg-online.com/	Simulation Decisions Due
	Week of Nov. 23	THANKSGIVING BREAK ALL WEEK!	NO CLASSES
15	Week of Nov. 30	8th Period decisions due by 10:00 p.m. on Tuesday 9th Period decisions due by 10:00 p.m. on Sunday Business Simulation Website: http://www.bsg-online.com/ Group Presentations Begin!	Simulation Decisions Due
16	December 7	Group Presentations Conclude Review for Final Exam (Comprehensive)	Final Peer Evaluations Study for Final Exam