FAYETTEVILLE STATE UNIVERSITY
SCHOOL OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Spring 2017

I. COURSE INFORMATION:
Instructor: Dr. Kathleen Gurley
Course # and Name: MGMT 470-02: Strategic Management
Office Location: I have no office so e-mail or call me
Semester Credit Hours: 3
Office hours: By phone, anytime up until 9:00 pm

Day and Time Class Meets: Online
Phone: 910-245-4894
Email address: kgurley@uncfsu.edu

Mission Statement: The School of Business and Economics is dedicated to providing quality business education to a diverse student population. The school prepares students to meet the challenges of a changing environment and to compete in a global market. This is accomplished by supplementing the University’s strong teaching emphasis with research and a curriculum that reflects changing market conditions. The school also assists in regional economic transformation by promoting entrepreneurial and economic education.

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@broncos.uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of a confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail. Rules and regulations governing the use of FSU email may be found at http://www.uncfsu.edu/PDFs/EmailPolicyFinal.pdf

II. COURSE DESCRIPTION: This course introduces you to the complexities of strategy analysis, strategy formulation, and strategy implementation. Unlike other business courses that concentrate on a particular function of the business, e.g., accounting, finance, marketing, human resources, strategic management is a big picture course. It focuses on the total enterprise, the
industry and the competitive environment in which the company operates. You will be expected to analyze and evaluate the long term direction and the strategy of businesses and determine if they have the resources to execute their strategy in a way that creates a competitive advantage.

Prerequisites for this course include senior standing and successful completion of the following courses: BADM 215, MGMT 311, FINC 311, and MKTG 311. If you do not have the necessary prerequisites you will be administratively dropped from the course in mid-session.

III. DISABLED STUDENTS:
In accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities ACT (ACA) of 1990, if you have a disability or think you have a disability please contact the Center for Personal Development in the Spaulding building, Room 155 (1’st floor); 910-672-1203.

IV. Title IX – Sexual Misconduct
Fayetteville State University (University) is committed to fostering a safe campus environment where sexual misconduct — including sexual harassment, domestic and dating violence, sexual assault, and stalking - is unacceptable and is not tolerated. The University encourages students who may have experienced sexual misconduct to speak with someone at the University so that the University can provide the support that is needed and respond appropriately. The Sexual Misconduct policy can be found at the following link: http://www.uncfsu.edu/Documents/Policy/students/SexualMisconduct.pdf

Consulting with a Health Care Professional - A student who wishes to confidentially speak about an incident of sexual misconduct should contact either of the following individuals who are required to maintain confidentiality:

Ms. Dionne Hall
Licensed Professional Counselor
Spaulding Building, Room 167
(910) 672-2167
dhall9@uncfsu.edu

Ms. Linda Melvin
Director, Student Health Services
Spaulding Building, Room 121
(910) 672-1454
lmelvi10@uncfsu.edu

Reporting an Incident of Sexual Misconduct - The University encourages students to report incidents of sexual misconduct. A student who wishes to report sexual misconduct or has questions about University policies and procedures regarding sexual misconduct should contact the following individual:

Title IX Coordinator
Barber Building, Room 242
(910) 672-1141

Unlike the Licensed Professional Counselor or the Director of Student Health Services, the Deputy Title IX Coordinator is legally obligated to investigate reports of sexual misconduct, and therefore cannot guarantee confidentiality, but a request for confidentiality will be considered and respected to the extent possible.
Students are also encouraged to report incidents of sexual misconduct to the University’s Police and Public Safety Department at (910) 672-1911.

V. TEXTBOOK:

VI. STUDENT LEARNING OUTCOMES:
After completing this capstone course, students should be able to:
- Utilize knowledge acquired in previous business administration courses to analyze the strategies and performance of companies
- Analyze the external environment and conduct an industry analysis to understand the competitive forces affecting a company
- Evaluate the company resources and capabilities and determine what is required to support the company's long-term direction
- Calculate financial ratios, interpret financial statements, and use this information to evaluate the company's strategic decisions
- Appreciate the difficulties involved in executing business strategies and how leadership and culture play a key role in execution.

In addition students should increase their skills in:
- Analyzing case studies and making recommendations
- Conducting research from the library's databases and Internet sites
- Writing effectively and giving presentations

VII. COURSE REQUIREMENTS AND EVALUATION CRITERIA

**Evaluation & Grading:** Grades will reflect your ability to demonstrate strategic management thinking. This includes an understanding of the strategic management concepts (processes, tools, and frameworks), the ability to apply strategic management concepts to hypothetical situations and real-world examples, and the ability to clearly explain your strategic thinking in written and oral reports.

<table>
<thead>
<tr>
<th>Course Requirements</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in Discussions</td>
<td>385</td>
<td>14.8%</td>
</tr>
<tr>
<td>Chapter Quizzes</td>
<td>280</td>
<td>10.8%</td>
</tr>
<tr>
<td>Cengage Video Quizzes</td>
<td>60</td>
<td>2.3%</td>
</tr>
<tr>
<td>First Case Study (group project)</td>
<td>185</td>
<td>7.1%</td>
</tr>
<tr>
<td>Second and Third Case Studies (individual)</td>
<td>520</td>
<td>20%</td>
</tr>
<tr>
<td>Company Paper</td>
<td>390</td>
<td>15%</td>
</tr>
<tr>
<td>Company Paper presentation</td>
<td>130</td>
<td>5%</td>
</tr>
<tr>
<td>Project Modules</td>
<td>130</td>
<td>5%</td>
</tr>
<tr>
<td>Midterm</td>
<td>260</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>260</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2600</td>
<td>100%</td>
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</table>
Grading Scale: 90 - 100% = A, 80 - 89% = B, 70 - 79% = C, 60 - 69% = D, Below 60% = F

**Discussion Participation:** Actively participating in the Discussions takes the place of class participation. Except for your self introduction, your participation in the Discussions will be graded. You are expected to respond to at least two other students' posts. There is a rubric posted under the Syllabus tab that explains the grading for the Discussions. Participating during the week versus the day of the deadline affects your grade since more students will view your post if you post early.

**Chapter Quizzes:** There is a quiz posted under the Week's Module under the Module tab for each chapter. The quizzes include true/false, multiple choice and essay questions. The quizzes can be taken twice and your grade will be based on the highest grade. The quizzes are due Sunday night by midnight. After the deadline the quizzes will no longer be available. If you have a major crisis and believe it should be an excused absence, e-mail the instructor.

**Cengage Video Quizzes:** There are six video quizzes that are part of Cengage's Mindtap. You will need to set up a Cengage account. Instructions are provided in Canvas. The quizzes start with Chapter Three. The quizzes are due Sunday night.

**Case Study Reports:** A total of three (3) case study reports are required. Please read the case assignment carefully, because the specific instructions for each report may vary. The first case study is a group project. Find your group on Canvas. The second and third case reports are to be prepared by each student individually. *Any help provided or accepted between students will be considered cheating.* You are limited to using the information in the case for your analysis. No outside research is required or acceptable for the case study reports. Do NOT use information from the internet to write your report. Be sure to proofread your cases carefully because points will be deducted for spelling and grammar errors.

Case reports should be in 12-font, and be double spaced. The case reports typically are between 3 - 5 pages. Hand written case study reports will not receive credit. The reports are expected to reflect senior level work in a business college in a major university. Case study reports are to be turned in by the deadline using a Word file and submitted through Canvas.

Before you start writing a case study report, read the assignment questions carefully and be sure you understand what the question is asking. It is smart to read the assignment questions a week in advance so that you can ask clarifying questions by e-mail prior to starting to write your report. The case study report should be organized by question, once you have written your answer, go back and reread the question to be sure you have covered all aspects of the question. You can include the question itself in the report. Think in terms of writing for business: be clear, concise, and precise, but provide just enough case facts to support your views.

**Company Paper:** Students will be part of a team that will write a company report on a major publicly traded U.S. firm; each company must have a recent 10k available at the SEC website. The company should be selected from the list of companies provided on Canvas under the Company Paper tab. If your team wants to research a company that is not on the list, you must get the approval of the instructor. The company selection is due by the end of the second week of class.
Students will be assigned to a team/group at the beginning of the semester by the instructor. Each team member will have a specific section of the paper to write. The team can decide who will write each of the four sections. Each section of the paper can be submitted separately and each section must have a list of references used in that section. Each team member will complete a project module(s) related to his/her section of the paper. The paper section and project module(s) will be graded individually. The deadline or due date for the project modules are listed on the syllabus and in the Modules. Be sure you know which project module you are responsible for and the deadline.

Team members are encouraged to share research, review each other's work, and offer suggestions.

**Company Paper Presentation:** Toward the end of the semester, each team member will prepare a Powerpoint presentation (approximately 4 to 5 minutes) for their section of the company paper. The presentation should be in the form of a voice narrated Powerpoint presentation.

**Resources and information:** Students are expected to gather data from several sources (10Ks, current business periodical articles, investor reports, etc.) and create an analysis according to the outline posted on Canvas. Use the FSU library's electronic databases for your research. You can share information on your Group's file exchange in Canvas.

**Format:** You MUST clearly identify sources for each fact (use APA guidelines for in-text references and your list of references). Headings, subheadings and page numbers ARE REQUIRED. (Each section in outline must be a separate section with appropriate heading) Typed/word processed, double spaced, 12 font.

**Exams:** Both the midterm exam and the final exam must be proctored. You can find a proctor in the UNC proctoring system. Even the FSU proctoring lab now uses the UNC system to schedule proctoring for exams. Exams will cover textbook material and will come mainly from the quizzes and discussion topics. Exams will be a combination of multiple choice, true/false, short answer and essay. Cell phones, pagers, calculators, electronic translators or any other electronic device may not be held, viewed, or handled during an exam. Checking (i.e., looking at) the screen on your cell phone, pager, or other electronic device during an exam will be viewed as scholastic dishonesty.

**GRADING CRITERIA FOR WRITTEN WORK:** Factors that contribute to (or detract from) the quality of a paper include: clarity (don't hedge, state your point clearly, provide appropriate facts from the case), precision (don't ramble just to fill paper), logical consistency, thoroughness, application of concepts from class, grammar, spelling, and format (appropriate headings & subheadings)

**A - SUPERIOR:** Your work is exceptional, impressive, accurate, and logical; it has all required sections. *Your work is far above and beyond basic requirements.* It demonstrates understanding of strategy concepts. Factual evidence is reliable and has appropriate references. There are NO grammatical or spelling errors. You would be extremely proud to show your paper to a prospective employer.

**B - VERY GOOD:** You have a well-written logical paper that includes all required sections and *definitely exceeds the minimum requirements* for the assignment. This work has minimal
and minor spelling or grammatical errors. Your work demonstrates a good understanding of strategy concepts; you have carefully researched the issues and can provide reliable data, with appropriate references. You may have erred on one or two very minor elements.

C SATISFACTORY: Your analysis has some logical elements, but includes some leaps (some statements lack adequate rational evidence); you can demonstrate a basic understanding of some strategy concepts. The paper meets basic requirements for the assignment. (Or, you work is "A" or "B" quality, but the spelling and/or grammatical errors have lowered the grade)

D POOR: You have difficulty using strategic concepts and terms appropriately; the work indicates poor knowledge of text, lecture, or case material. Support for your views may be inadequate, missing or unreliable, or the work has an abundance of spelling and/or grammatical errors. (This is the highest possible grade for careless proofreading).

F The paper demonstrates a lack of knowledge of strategy concepts with problems such as omitted sections, unreliable data, missing references, logical inconsistencies or the research is poor or inadequate. An F is also the grade for (1) late assignments or (2) carelessly written papers, or (3) papers that are not directly relevant to the assignment; or (4) papers that do not reflect senior level work in a major U.S. University. Papers that have any phrases and/or sentences that are the same wording as found in a case, a textbook, the internet (or any other source) but lack the citation AND quotation marks will receive ZERO credit.

**Honor Pledge:** Each student is expected to abide by the honor system of Fayetteville State University. “I pledge to support the Honor System of Fayetteville State University. I will refrain from any form of academic dishonesty or deception, such as cheating or plagiarism. I am aware that as a member of the academic community it is my responsibility to turn in all suspected violations of the Honor Code. I will report to a hearing if summoned.”

**Academic Dishonesty**
Plagiarism and cheating are serious offenses and may be punished by failure on exam; failure in course; and/or expulsion from the University. Plagiarism is a serious academic and business (legal) offense. Plagiarism is considered theft of intellectual property. All students enrolled in FSU classes at all levels are responsible for knowing what constitutes plagiarism. Whether by design or by accident, plagiarized content is unacceptable. There are no explanatory circumstances.

**Plagiarism occurs when**
- students submit work that directly quotes or paraphrases the work of another, without specific citation of the passages crediting the creator of the work
- students combine the works of another with their own original effort, including comments on those passages, without specific citation of the passages crediting the creator of the work
- students include a list of references at the end of an assignment but do not indicate which words or passages specifically (by use of quotation marks) are from those sources and which words or passages are original work
### VIII. Academic Support Resources

Blackboard has tutorials available to assist students in understanding how to navigate through the online learning platform. FSU offers many support services on campus such as the Writing Center. Posted on Blackboard is a presentation by the Library on how to use their resources to do research on companies.

### IX. CLASS TENTATIVE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Class Assignment</th>
<th>Due this Week</th>
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</table>
| 1    | 1/16  | Course Introduction & Syllabus  
Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage | Watch Course Introduction  
Read syllabus  
Quiz on syllabus  
Self introduction on Discussion  
Read Chapter 1  
Chapt 1 Quiz |
| 2    | 1/23  | Chapter 2 – External Analysis: The Identification of Opportunities and Threats | Read Chapter 2  
Watch Key Concepts lecture  
Chapt 2 Quiz  
Chapt 2 Discussion Bd  
Company selection and team member roles due |
| 3    | 1/30  | Chapter 3. Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability  
**Module 1 Questions 1, 2, & 4** | Read Chapter 3  
Watch Internal Analysis video  
Chapt 3 Quiz  
Chapt 3 Discussion Bd  
Chapt 3 Video Quiz |
| 4    | 2/06  | Chapter 4 - Building Competitive Advantage Through Functional-Level Strategies  
Conducting a case analysis video  
**Module 2 Questions 1, 2, 3 & 5** | Read Chapter 4  
Chapt 4 Quiz  
Chapt 4 Discussion Bd  
Chapt 4 Video Quiz |
| 5    | 2/13  | Chapter 5 Business Level Strategy  
**Case Study Report 1** | Read Chapter 5  
Watch Business Level Strategy video  
Chapt 5 Quiz  
Chapt 5 Discussion Bd |
| 6    | 2/20  | Chapter 6 – Business Strategy and the Industry Environment  
**Module 3 Questions 1, 2, 3 & 5**  
**Module 5 Questions 2 & 3** | Read Chapter 6  
Chapt 6 Quiz  
Chapt 6 Discussion Bd  
Chapt 6 Video quiz |
| 7    | 2/27  | Chapter 7 – Strategy and Technology  
**Case Study Report 2** | Read Chapter 7  
Chapt 7 Quiz  
Chapt 7 Discussion Bd |
<p>| 8    | 3/06  | Midterm exam from 3/06 - 3/10 |
| 9    | 3/13  | Spring Break |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Assignment/Note</th>
<th>Activity</th>
</tr>
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</table>
| 10   | 3/20  | Chapter 8 Strategy in the Global Environment Module 8 Questions 1 and 4 | Read Chapter 8  
Chapt 8 Quiz  
Watch Globalization Video  
Chapt 8 Discussion Bd  
Chapt 8 Video Quiz |
| 11   | 3/27  | Chapter 9 Corporate-Level Strategy: Horizontal Integration, Vertical Integration and Outsourcing | Read Chapter 9  
Chapt 9 Quiz  
Chapt 9 Discussion Bd  
Chapt 9 Video Quiz |
| 12   | 4/03  | Chapter 10 Corporate-Level Strategy: Related and Unrelated Diversification Case Study Report 3 | Read Chapter 10  
Chapt 10 Quiz  
Chapt 10 Discussion Bd |
| 13   | 4/10  | Chapter 11 Corporate Performance, Governance, and Business Ethics Spring Holiday - 4/14 | Read Chapter 11  
Chapt 11 Quiz  
Chapt 11 Discussion Bd |
| 14   | 4/17  |  All students must turn in their section of the Company Paper by April 17th. | Finalize your section of the paper. |
| 15   | 4/24  | Chapter 12 Implementing Strategy in Companies that Compete in a Single Industry | Read Chapter 12  
Chapt 12 Quiz  
Chapt 12 Discussion Bd  
Chapt 12 Video Quiz |
| 16   | 5/01  | Chapter 13 Implementing Strategy in Companies that Compete Across Industries and Countries Final exam begins 5/06 | Read Chapter 13  
Chapt 13 Quiz  
No Discussion Bd |
| 17   | 5/02  | Final Exam Period ends 5/12 | |

**IX. TEACHING STRATEGIES**
This course uses lectures, case studies, written analysis of a company's strategies (major term paper) and exams to help students learn and apply the course concepts.

**X. BIBLIOGRAPHY**


