

MGMT 4800 Strategic Management Course Syllabus – Fall 2013

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Office: 338 Hazy **Office hours:** Monday & Tuesday **Classes begin:** Monday, Aug. 19, 2013
Text: Strategic Management, Concepts 1st ed., ISBN: 978-0-07-732445-2
Class Periods/Rooms: Monday -1:00-3:30pm (Hazy 230) and 5:15 – 7:45pm (Hazy 229)

COURSE DESCRIPTION: MGMT 4800, Strategic Management, is required of all students pursuing baccalaureate business degrees in the Udvar-Hazy School of Business and Communications at Dixie State University. A course fee is required to cover the cost of the Major Field Test Exam, administered independently by the Educational Testing Service. Course prerequisites are: ACCT 3050, FIN 3150, MGMT 3400, MGMT 3600, and MKTG 3010 (all of which can be concurrent enrollment).

MGMT 4800 is a capstone course, focusing on the role of the business manager in analyzing, formulating, and implementing business strategies to gain and sustain competitive advantage in the marketplace. Long-term strategic business success requires synergistically integrating and aligning the functional business disciplines of Accounting, Economics, Management, Quantitative Business Analysis, Information Systems, Finance, Marketing, Legal and Social Environment. International business issues overlay all of the functional business disciplines.

COURSE FORMAT: MGMT 4800 is designed to engage the life-long learning skills of ‘study to teach’ and ‘teach to learn,’ as individuals, and in teams. Each student will be challenged to learn the textbook’s principles and theories of Strategic Management by teaching them to the class, then tested to prove competency in each functional business discipline. This course consists of four (4) sections:

- 1) **Textbook Theory and Principles of Business Strategy and Exams:** Groups will be assigned to ‘study to teach’ then, ‘teach to learn,’ and facilitate class discussion, for each chapter in the textbook, culminating in two challenging, self-written, exams.
- 2) **Real-world Company MiniCases:** Students will practice how to gain and sustain competitive advantage in the marketplace through instructor facilitated real-world MiniCases, aligned with each textbook chapter, that require students to openly debate decision scenarios that students will likely face as managers in the real world of business.
- 3) **Strategy Term Project:** A semester long “Strategy Term Project” will teach each individual student how to prepare a strategic management analysis for a real-world company. On the first day of class, each student will be asked to identify a real company that they are passionate about, or want to work for. End-of-chapter assignments require “hands-on” data collection and analysis of their selected company, applying the tools, concepts, principals, and theory, discussed in each chapter to that selected company. By the end of the semester, each individual student will not only have practiced using key strategic management components and processes to increase understanding and application of the textbook material, but each student will be able to conduct a complete strategic management analysis of any company. This Strategy Term Project also fulfills the AACSB, and ACBSP, requirements for an integrative management exercise.
- 4) **Major Field Test in Business:** As their final exam, students will take an independently administered test, written by Educational Testing Service (ETS), designed to assess their mastery of business concepts, principles, and knowledge expected of business students by the end of their bachelorette degree in business. On the first day of class, each student will be given a 3-ring binder containing preparation material, prepared by DSU professors, to assist them in refreshing their understanding of key learning from each business discipline. Throughout the entire semester, students will be encouraged to allocate time to review this material in preparation for this Major Field Test Final Exam. On the first day of class, the instructor will assign groups to ‘study to teach’ and ‘teach to learn’ all eight business disciplines, each including an overlay of international issues. It is expected that those student groups will allocate time throughout the semester to help each other study in advance for this very important test, The Major Field Test in Business. At the end of the semester, student groups will be asked to teach what they have learned throughout the semester, as a final measure of preparation before taking the final exam for this course.

These four course sections are detailed, by week, as follows:

Section 1: Textbook and Exams – Weeks 1-10, Principles and Theory of Strategy, culminating in two self-written exams: Groups will focus on learning the theory and principles of Strategic Management from the textbook. Each group will study to teach, and then teach to learn, the content of assigned textbook chapters. At the conclusion of each chapter presentation by the assigned group, the instructor will identify up to four questions per chapter for the self-written exams. No true/false questions, and only one multiple-choice question, per chapter, will be allowed. These self-written exams questions will be submitted to the instructor at the beginning of each class period (Weeks 2-10), following the class period when the textbook chapter was discussed in class (late submissions will lose 5 points per chapter). Self-written exam questions must be submitted in two formats: 1) Test Questions with Answers to those Questions, and 2) Test Questions Only. This latter submission, Test Questions Only, will become your actual exam for each chapter of the textbook. These self-written exams will occur on Weeks 5 and 10. Both exams will be graded on the strength of your self-written test questions, compared against the average strength of the self-written exam questions written by other class members. Weak questions will be penalized; strong questions will receive extra credit. Exam re-takes are permitted on the first exam.

Section 2: MiniCases – Weeks 1-9, after groups present each textbook chapter, the course instructor will facilitate class discussion regarding chapter specific MiniCases, found on pages 367-388 in the textbook. The instructor will use these MiniCases to engage students in open debate regarding the business strategy scenarios that students will likely face in the real-world of business. They should be read prior to class.

Section 3: Strategy Term Project – Weeks 1-10, each student, after carefully selecting a real-world company of exceptional interest to them, will prepare weekly homework submissions, culminating in a full strategic management analysis for their selected company. This weekly endeavor breaks this term long project into a series of focused, targeted tasks. This term project requires data collection and analysis, using the tools and concepts learned in each chapter. By the end of the 10th week, each individual student will not only have practiced using key strategic management components and processes to increase understanding and application of the textbook material, but each student will be able to conduct a complete strategic management analysis of any company. Week 12, at the beginning of class, each student will provide the instructor a written “Term Project Recommendations Report,” for their term project. This written 2-4 summary document, prepared during Week 11, will clearly state the business strategy the student recommends for their term project company, according to the following outline:

1. Recommended Strategy Statement (tell them what you are going to tell them)
2. Identification of key issues (tell them)
3. Qualitative analysis of key issues (tell them)
4. Quantitative analysis of key issues (tell them)
5. Synthesis of strategic alternatives (tell them)
6. Summary of recommended strategy statement (tell them what you told them)

Weeks 12&13, each student will take 7 minutes to present the summary of their Term Project work product to the class, using the findings from their written document, and then field any questions.

Section 4: Major Field Test in Business – On the first day of class, the instructor will hand out a 3-ring binder full of materials to assist each student in their preparation for the Major Field Test in Business, which will also serve as their final exam. During Weeks 13-15, groups will prepare to teach, then facilitate class discussion for 15 minutes, regarding their assigned review module, including an international overlay. After presenting, each group will take 5 minutes to administer to the class, a five-question quiz, reflecting likely questions from their assigned module of the “Major Field Test in Business.” This test will be taken during Week 16, in our regularly scheduled classroom, and will be the final exam for MGMT 4800. This exam, written by the United States National Educational Testing Service (ETS), will be proctored independently by Dixie State College’s Professional Testing Center. Twenty-five percent (25%) of your final grade in this class will be determined by your grade on this required national standardized test. Prepare well!

It is expected that this course will require the general rule of time commitment to a course: at least two hours work out of class for every hour in class. For this course, that is 5 hours of out-of-class work per week.

LEARNING OUTCOMES (LO) This course is intended to address the following Bachelor of Business program learning outcomes:

- 1A Students will demonstrate a working level knowledge of core business skills in the functional business disciplines of Accounting, Economics, Management, Quantitative Business Analysis, Information Systems, Finance, Marketing, and Legal and Social Environment. International Business issues will overlay all of the eight business disciplines; assessed by their score on the “Major Field Test in Business,” recommended to benchmark in the 80th percentile.
- 1B&2 Students will apply high levels of critical thinking to analyze and process a complex business situation by identifying relevant functional business issues, utilizing qualitative and quantitative analysis, and synthesizing thinking to develop and recommend sound and viable alternatives for action; assessed by Udvar-Hazy School of Business (UHSB) “Case Study Analysis Rubric,” recommended to benchmark a 3 or higher (five point Likert Scale) in the case analysis categories of: Issue Identification; Qualitative Analysis; Quantitative Analysis; Synthesis for Action, and Recommended Solution.

COURSE OBJECTIVES:

Students will be tested on their abilities to apply significant business facts, concepts, theories, and analytical methods already learned in their core business classes by studying to teach, and then teaching to learn, the functional business disciplines of Accounting, Economics, Management, Quantitative Business Analysis, Information Systems, Finance, Marketing, and the Legal and Social Environment. International Business issues will overlay all of the eight business disciplines. (Major Field Test in Business) (LO 1A)

Students will prepare to meet the demands of real-world business, as employees and managers. By the end of this course, students should be able to understand how to use the **AFI** strategy framework to: conduct a proper **analysis** of the business, **formulate** strategy across business levels, and **implement** that business strategy, while acknowledging that gaining and sustaining competitive advantage is an iterative and recursive process. Our course objectives are to teach students how to use the AFI framework to ask, and to answer, the following questions, by topic: (LO 1B & 2)

TOPICS:

1. **Strategy Analysis (A):**
 - A. *The strategic management process:* What are our vision, mission, and values? What is our process for “making” strategy (how does strategy come about)? (Chapter 2)
 - B. *External analysis:* What effects do forces in the external environment have on strategy and competitive advantage? (Chapter 3)
 - C. *Internal analysis:* What effects do our internal resources and capabilities have on strategy and competitive advantage? (Chapter 4)
 - D. *Firm performance:* How can we measure competitive advantage? (Chapter 5)
2. **Strategy Formulation (F):**
 - A. *Business strategy:* How should we compete? (Chapters 6&7)
 - B. *Corporate strategy:* Where should we compete? (Chapters 8&9)
 - C. *Global strategy:* How and where should we compete around the world? (Chapter 10)
3. **Strategy Implementation (I):**
 - A. *Organizational design:* How should we organize to put the formulated strategy into practice? (Chapter 11)

- B. *Corporate governance, business ethics, and strategic leadership*: What type of strategic leadership and corporate governance do we need? How do we anchor our decision in business ethics? (Chapter 12)

ASSIGNMENTS:

Final grade computation will be as follows:	% Grade	Possible Points	Course LOs
Textbook chapter presentations	15%	150	1A
Self-written tests	30%	300	1B
Strategy Term Project	30%	300	1A, 1B, 2
Actual Score—"Major Field Test in Business"	25%	250	1A
TOTAL	100%	1,000	

GRADING SCALE:

A = 93 – 100%	B+ = 87 – 89.9%	C+ = 77 – 79.9%	D+ = 67 – 69.9%
A- = 90 – 92.9%	B = 83 – 86.9%	C = 73 – 76.9%	D = 63 – 66.9%
	B- = 80 – 82.9%	C- = 70 – 72.9%	D- = 60 – 62.9%
			F = 0 – 59.9%

LATE ASSIGNMENTS: All assignments should be turned in at the beginning of class. Late assignments will be accepted for only one week after the due date and will typically receive half the possible points. Spelling, grammar and general quality of writing will be considered in point values.

CHEATING: Cheating will not be tolerated. Cheating encompasses all forms of academic dishonesty, including presenting others’ work as one’s own and **not participating fully on team projects**. Cheaters will be disciplined according to school policy.

STUDENTS WITH DISABILITIES: If you suspect, or are aware, that you have a disability that may affect your success in the course, you are strongly encouraged to contact the Disability Resource Center (DRC) located in the North Plaza Building. The disability will be evaluated and eligible students will receive assistance in obtaining reasonable accommodations. Phone # 435-652-7516

Dmail: You are required to frequently check your Dmail account. Important class and college information will be sent to your Dmail account, including DSC bills, financial aid/scholarship notices, notices of cancelled classes, reminders of important dates and deadlines, and other information critical to your success at DSC and in your courses. To access your Dmail account, visit go.dixie.edu/dmail. If you do not know your Dmail username or you have forgotten your PIN, visit go.dixie.edu/mydixie and follow the respective instructions.

COLLEGE RESOURCES: Several college resources are available to help you succeed.

- Disability Resource Center - dixie.edu/drcenter
- IT Student Help Desk - dixie.edu/helpdesk
- Library - library.dixie.edu
- Testing Center - dixie.edu/testing
- Tutoring Center - dixie.edu/tutoring
- Writing Center - dixie.edu/english/dsc_writing_center.php

DEATH IN THE FAMILY: A student wishing to be excused from classes and delay assignments due to a death in the family will be expected to produce a copy of the death certificate or a funeral service program.

DSC POLICY LINKS:

- Policy for Absences Related to College Functions: <http://www.dixie.edu/humanres/policy/sec5/523.html>
- Disruptive behavior policy / classroom expectations : <http://www.dixie.edu/humanres/policy/sec3/334.html>
- Academic dishonesty / Academic integrity policy : <http://www.dixie.edu/humanres/policy/sec3/334.html>

IMPORTANT FALL SEMESTER 2013 DSU DATES TO REMEMBER:

Aug 14	Fall 2013 - \$50 Late application penalty begins
Aug 19	Classwork Starts
Aug 22	Last Day to Waitlist
Aug 23	Last Day to Add Without Signature
Aug 28	Drop/Audit Fee Begins (\$10 per class)
Aug 28	Residency Application Deadline
Sep 2	Labor Day (class not held)
Sep 3	\$50 Late Registration/Payment Fee
Sep 9	Pell Grant Census
Sep 9	Last Day for Refund
Sep 9	Last Day to drop without receiving a "W" grade
Sep 10	Courses dropped for non-payment
Sep 13	Last Day to Add/Audit
Oct 1	Associate's degree Graduation Deadline - Fall 2013
Oct 9	Mid-Term Grades Due
Oct 10-11	Semester Break
Oct 14	Last Day to Drop Individual Class
Oct 21	Spring and Summer 2014 class schedules available online
Nov 1	Bachelor's degree Graduation Deadline - Spring 2014
Nov 8	Last Day for Complete Withdrawal
Nov 11	Spring Registration open to Seniors (90+ credits)
Nov 12	Career Day
Nov 12	Spring Registration open to Juniors (60+ credits)
Nov 13	Spring Registration open to Sophomores (30+ credits)
Nov 14	Spring Registration Open to All Students
Nov 27-29	Thanksgiving Break
Dec 6	Classwork Ends
Dec 9-13	Final Exams (MGMT 4800 will be held at its regularly scheduled time during finals week)