California State University, Bakersfield

School of Business and Public Administration

Department of Management and Marketing, 20BDC

9001 Stockdale Highway

Bakersfield, CA 93311-1022

**Syllabus**

**MGMT 4000: Strategic Management**

**Section 761 (51147)**

**Summer 2022**

[Zoom Meeting Link](https://csub.zoom.us/j/84139096386?pwd=ZW5lcytWK3VmTUdEY2dITFltSVZWQT09)

Zoom Meeting ID: 841 3909 6386 | Password: 466212

T/TH 7:50-9:30pm

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| **Dr. Jeremy Woods**  [**jwoods7@csub.edu**](mailto:jwoods7@csub.edu) | **Office:** BDC 136  Office hours by appointment  (via phone or Zoom) | **Phone:** 213-400-0829 cell  **Course Credit:** 3 units |

**REQUIRED MATERIALS**:

* Hitt, et al., Strategic Management: Competitiveness and Globalization, 13th Edition (Online Cengage e-Book/MindTap package – access through Canvas). ***All students are required to have Cengage MindTap access for this course (ca. $90). Every MindTap access comes with an eBook already, so there is no need to purchase a physical textbook. I will show you how to purchase the MindTap access through Blackboard on the first day of class. If you prefer a physical copy of the textbook, you can purchase it through the bookstore along with a MindTap access code for an additional fee.***
* Glo-Bus simulation account ([www.glo-bus.com](http://www.glo-bus.com/)). This will cost you ca. $45.
* Computer access with both video and audio capability for Zoom meetings and an email account and phone number for communication with your group members and with the professor as necessary.
* Willingness to be a productive member of a class team and sufficient preparation to be an active participant in class.

**SUPPLEMENTAL MATERIALS:**

* WSL library database resources.
* Phone/email/internet outreach to selected case analysis focus companies and customers as necessary.

**OFFICE HOURS, APPOINTMENTS AND EMAIL:** I encourage you to contact me via email, text, or phone if you have any questions, need clarification on assignments, or need additional help or advice with anything at all. I’m here to be a resource for you – use me!

**PREREQUISITES**: BA 3008 or ECON 3008, ECON 4510, BA 3010, 3108, MGMT 3000, 3020, MIS 3000 or ACCT 3600, FIN 3000, and MKTG 3000. (or their old quarter-system equivalents). This course is normally taken in the last term before graduation.

**COURSE DESCRIPTION**: MGMT 4000 is a senior level course. The goal of the course is to learn the fundamentals of how to manage organizations strategically. Strategic management starts with the central question: why do some companies succeed while others fail? The course will require you to examine this question by integrating knowledge from prior business courses while simultaneously learning and applying new strategic management concepts, principles, frameworks and methodologies. Applies multidisciplinary techniques to diagnose and recommend actions appropriate to specific company situations using a mix of lectures and cases as the method of teaching.

Unlike other business courses, strategic management is both a discipline into itself and an integration of various other functions such as operations, human resource management, marketing, accounting, and finance. It is the discipline of the successful top management team (TMT) in any organization. It is oriented toward achieving organization-wide performance and considers a broad range of stakeholders. This is a terminal-integrating course. The course serves dual purposes:

* To introduce students to strategic management. The objective here is to see and practice how the top management team should make decisions in the organization. Strategic management topics include external and internal environments, industry and competitor analyses, resources and capabilities, corporate-level and business-level strategy, corporate governance, corporate responsibility, strategy formulation, strategy implementation, strategy controls, mergers and acquisitions, and strategic alliances and coalitions.
* Integrate the tools of strategic management with the other core disciplines of the business major in order to make wise and ethical strategic decisions and produce professional-quality analyses, presentations, and other deliverables.

**PROGRAM LEARNING OBJECTIVES**: This is a capstone course for the B.S. in Business Administration, which has the following Program Learning Outcomes PLOs):

* Communication Skills. Students will be able to communicate in a professional manner. Priority areas: written and oral communication skills, including effective software deployment.
* Critical Thinking and Quantitative Methods. Students will be able to think critically and use quantitative methods to solve business problems. Priority areas: selecting appropriate methods to frame problems and decisions (design), calculating accurately (calculation), and effectively summarizing and analyzing qualitative and quantitative data (analysis).
* Functional Knowledge. Students will be able to apply functional knowledge to solve business problems. Functional areas: financial and managerial accounting, organizational behavior, operations management, information systems management, financial management, and marketing.
* Ethical Reasoning. Students will be able to identify and make ethical decisions. Priority areas: identifying ethical dilemmas, identifying stakeholders and considering their interests and perspectives, formulating alternatives from ethical perspectives, making recommendations after thoughtful reflection.

**COURSE OBJECTIVES:** Provide an opportunity for students to:

* **Explain the elements of the strategic management process and evaluate strategic decisions using a variety of analysis tools.**
* Environmental Scanning (PEST, OT)
* Industry Analysis (Macro-environment and 5 Forces)
* Internal Analysis (Resources, Core Competencies)
* Business Level Strategy (Low Cost, Differentiation)
* Corporate Level Strategy (Value Chain, Diversification, M&A, International)
* Corporate Governance (Owners, Managers, Boards, Agency, Resource Dependence)
* Financial Analysis (Calculation, presentation, and interpretation of trend series, common size, comparative, and ratios)
* Other Corporate Strategy Concepts including Mission, Vision, and Corporate Social Responsibility
* **Create awareness of the importance of ethical principles, personal and company values, and socially responsible management practices in the strategic management process.**
* Ethical perspective: During class discussion, students will: (1) identify an ethical dilemma, (2) identify stakeholders and consider their interests and perspectives, (3) formulate alternatives and analyze them from alternative ethical perspectives, and (4) recommend an action after thoughtful reflection.
* **Develop teamwork skills and the ability to evaluate peer performance.**
* Teamwork and interpersonal skills: Students will effectively contribute to teams by: (1) fully engaging in group discussion and decision making, (2) following up on responsibilities, (3) exercising effective interpersonal skills, (4) being helpful to teammates, and (5) using tact and diplomacy to keep the group on track.
* **Improve oral and written communication skills.**
* Writing: Students will produce concisely written documents that: (1) focus on the intended audience, (2) are logically organized with cogently developed ideas, (3) effectively employ vocabulary and are free of spelling and grammatical errors and (4) have a high quality appearance ***(BPA Learning Goals and Objectives: 1a****)*.
* Oral presentation: Students will deliver oral presentations that (1) focus on the intended audience, (2) are well organized and compelling, (3) are effectively delivered to maintain interest without distracting mannerisms, and (4) effectively employ presentation software to support the presentation **(*BPA Learning Goals and Objectives: 1b*)**.
* **Research contemporary business literature to identify concepts, tools, and techniques discussed in the text and cases and develop proficiency in using Internet and library resources to research companies and industries.**
* Information Competency: Students will: (1) locate data and information pertinent to business functions and decisions, (2) critically evaluate credibility of sources and reliability of information, and (3) synthesize information from diverse sources and perspectives and assess its adequacy for decision support
* **Develop proficiency in case analysis.**
* Knowledge of functional areas: Students will demonstrate subject matter knowledge of: (1) financial accounting, (2) managerial accounting, (3) organizational behavior, (4) operations management, (5) information systems management, (6) financial management, and (7) marketing. Diversity and global perspectives are utilized where pertinent ***(BPA Learning Goals and Objectives: 3a).***

**COURSE GRADING**

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| --- | --- |
| **Evaluation Tool** | **Point Values** |
| Exam 1  Exam 2  Exam 3 | 100  100  100 |
| Team Case Analysis Paper *(graded on a subjective curve)*  Team TOWS Presentation *(graded on a subjective curve)* | 100  100 |
| Team Glo-Bus Simulation Performance Rank  Team Glo-Bus Video Present. *(graded on a subjective curve)* | 50  50 |
| Participation  Team Class Discussion Presentations  Quizzes  Peer Evaluation  Professional Development  B.A.T. | 160  80  60  50  20  30 |
| **Total** | **1000** |

**Grading Scale Cutoff Points**

|  |  |  |  |
| --- | --- | --- | --- |
| 930 = A | 830 = B | 730 = C | 630 = D |
| 900 = A- | 800 = B- | 700 = C- | 600 = D- |
| 870 = B+ | 770 = C+ | 670 = D+ | Below 600 = F |

**GRADING PHILOSOPHY**:

* My most important goal is to help each and every one of you reach your professional goals. You can reach your professional goals whether you get and A, B or, C in this course. In order to maintain the integrity of the grades in the class, not everyone will get an A. Approximately 25% of you will get A’s, 50% of you will get B’s, and 25% of you will get C’s. Exceptions may be made on a case by case basis for outstanding or poor performance. Regardless of what grade you get, however, I am committed to helping EACH of you realize your full professional potential!
* One of the most important capabilities each of you have is the capability to take ownership over your own professional life. There are countless good reasons for not getting something done, but at the end of the day, the final measurement is whether you deliver high-quality results or not. I won’t think any less of you as human beings if you don’t deliver high-quality results, but your grade will reflect the results you deliver. In order for each of you to reach your full professional potential and excel professionally, you need to take initiative, think outside the box, and solve problems while remaining relentlessly diligent, open-mindedly humble, and transparently cooperative.

**MGMT 4000 COURSE POLICIES**:

* Organizations are increasingly using teams to accomplish organizational objectives. It is critical for you to effectively and efficiently work in a team-based environment. For this reason, each of you need to share an email address and phone number with your teammates and you need to COMMUNICATE with your teammates each week.
* The CSUB Catalog contains the following policies and regulations which you should review:
* Principles of the Community, Principles of Academic Freedom, Nondiscrimination Policy and Unlawful Harassment Policy, Policy of the Rights of Individuals, Privacy Rights of Students in Education Records, Student Discipline. See Website: <https://www.csub.edu/catalog/2020-2021-policies-and-regulations>
* If you have special needs as addressed by the Americans with Disabilities Act (ADA) and need course materials in alternative formats, please notify me immediately. Reasonable efforts will be made to accommodate your special needs. For more information, contact Services to Students with Disabilities. Phone: (661) 654-3360 TDD: (661) 654-6288Office: SA 140

**ASSIGNMENTS**:

**Exams**: Three online, multiple choice exams will be given based on readings from the text. Each exam is worth 100 points.

**Team Case Analysis Paper & Strategy PPT Deck**: Team composition 4-5 students. Teams will select a company to profile from an industry of their choice (must be approved by me).

* Through acquisition of the company’s financial information, articles, interviews and additional research, students will prepare a brief, professional-quality case analysis paper profiling the company. A detailed rubric for the case analysis paper is included on p. 6 below. The case analysis paper is worth 100 points.
* Students will prepare a TOWS presentation examining external analysis, corporate strategy, corporate governance, and international strategy topics. A rubric for the team strategy PPT deck will be provided by Prof. Olson. The TOWS presentation is worth 100 points.

**Team Glo-Bus Simulation Decisions & Analysis**: Team composition 4-5 students. Teams will make weekly decisions in the Glo-Bus online global business strategy simulation ([www.glo-bus.com](http://www.glo-bus.com/)).

* Teams’ weekly decisions will generate a ranking of competitive performance for each team in the simulation. Teams’ final standing in the simulation will be divided into A/B/C categories (95%/85%/75%) and multiplied by 50 points. 100% possible for outstanding performance.
* The team will also prepare a video presentation at the end of the semester. The presentation will contain brief (1 min. or less) presentations from each team member about how the inputs in the game impacted each other. I will judge each student based on the pace of your speaking, the dramatic variance in your voice (volume, tone, & rhythm), and your professional demeanor. I will explain more in class. The presentation is worth 50 points.

**Participation**: Each student will be required to attend synchronous Zoom class sessions and participate via video, audio, and chat. Participation is worth 165 points.

**Team Class Discussion Presentations**: Each team will be required to prepare a presentation and lead discussion surrounding one of Dr. Olson’s lecture topics. Rubric for the team class discussion presentations will be provided by Prof. Olson. The team class discussion presentation is worth 75 points.

**Quizzes**: Quizzes will be due before lecture material is covered in class. Each quiz is worth 5 points (60 points total).

**Peer Evaluation**: Each team member will assess other participants’ teamwork. The assessments will be collated to get to individual grades. The peer evaluation is worth 50 points.

**Professional Development**: Each student will be required to complete the following professional development assignments (20 points total across all assignments):

* Create professional-quality LinkedIn profiles and edit these profiles as instructed. The LinkedIn profile is worth 10 points.
* Formulate professional development plans and edit these plans as instructed. The professional development plan is worth 10 points.

**BAT Exam**:The BAT (Business Aptitude Test) tests your functional knowledge of various business topics you have studied throughout your undergraduate coursework and gives us in the College of Business and Public Administration an opportunity to measure how well we’re doing in teaching you what we intend to teach you. You are required to take this exam, but as long as you take it, you will receive full credit of 30 points regardless of what your score is on the exam.

**TEAM CASE ANALYSIS PAPER RUBRIC**:

**Case Paper (100 Points Total)**

Your team case paper should profile a company from an industry of your group’s choice and should include the each of the components outlined below. This paper will be one of the last written deliverables of your undergraduate career. I have high expectations. The writing should focus on a managerial audience, should be logically organized with cogently developed ideas, should effectively employ vocabulary, should be free of spelling and grammatical errors, and should have a high-quality appearance. Also, you must properly cite all third-party content in footnotes at the end of each page. Make sure you USE THE TEMPLATE I HAVE PROVIDED.

**Section 1: Summary & Recommendations (25 points)**

Provide a “cover page” with four bullet points answering the following questions for each of the three analysis sections (2-4) below: A) What is the most important issue facing the company in this area; B) why is it important; C) how is it impacting the company; and D) what do you suggest the company should do to address the issue.

**Section 2: Overall Strategy Analysis (25 points)**

Provide a one-page table profiling the company in the following area:

* Hambrick strategy

**Section 3: Internal Analysis (25 points)**

Provide three one-page tables profiling the company in the following area:

* Competitive strength assessment comparing the company with one of its closest rivals

**Section 4: Customer & Competition Analysis (25 points)**

Provide a one-page table profiling the company in the following area:

* Market sizing calculations for a particular product/customer segment niche

**COURSE SCHEDULE**: Instructor reserves the right to modify this schedule as necessary. Students will be notified of any changes (It is your responsibility to get information on schedule changes).

Week Date Topic Due (assignments due Sunday BEFORE the week by 11:59pm)

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| --- | --- | --- | --- |
| **Week 1** | **05/31** | * Introduction & Course Overview * Team Formation |  |
|  | **06/02** | * Professional Image Development * Professional Development Planning |  |
| **Week 2** | **06/07** | * Introduction to Case Analysis * Introduction to Glo-Bus Simulation | * **Professional Development Assignment** * **Ch. 1 Quiz** |
| **06/09** | * Lecture/Discussion: Introduction to Strategic Management (Ch. 1) |
| **Week 3** | **06/14** | * Lecture: External Analysis (Ch. 2) | * **Glo-Bus Practice Decisions** * **Ch. 2 Quiz** |
| **06/16** | * In-Class Activity: Glo-Bus |
| **Week 4** | **06/21** | * Presentations/Discussion: External Analysis | * **Glo-Bus Y6 Decisions** * **Ch. 3 Quiz** |
| **06/23** | * Lecture/Discussion: Internal Analysis (Ch. 3) |
| **Week 5** | **06/28** | * Lecture/Discussion: Business-Level Strategy (Ch. 4) | * **Glo-Bus Y7 Decisions** * **Ch. 4 Quiz** * **Ch. 5 Quiz** |
| **06/30** | * Lecture/Discussion: Competitive Rivalry (Ch. 5) |
| **Week 6** | **07/05** | * Lecture: Corporate-Level Strategy (Ch. 6) & M&A (Ch. 7) | * **Glo-Bus Y8 Decisions** * **Ch. 6, 7, & 8 Quizzes** |
|  | **07/07** | * Lecture: International Strategy (Ch. 8) |
| **Week 7** | **07/12** | * Presentations/Discussion: Corporate-Level Strategy & M&A | * **Glo-Bus Y9 Decisions** |
| **07/14** | * Presentations/Discussion: International Strategy |
| **Week 8** | **07/19** | * Lecture: Corporate Governance (Ch. 10) | * **Glo-Bus Y10 Decisions** * **Ch. 10 Quiz** |
| **07/21** | * Lecture/Discussion: Special Topic – Corporate Responsibility |
| **Week 9** | **07/26** | * Presentations: Corporate Governance (Ch. 10) | * **Glo-Bus Y11 Decisions** * **Ch. 11, 12, & 13 Quizzes** |
| **07/28** | * Lecture/Discussion: Org Structure & Controls (Ch. 11), Strategic Leadership (Ch. 12), and Strategic Entrepreneurship (Ch. 13) |
| **Week 10** | **08/02** | * Case Analysis Paper & TOWS Presentation Review * Exam & Video Presentation Tips | * **B.A.T. TEST** * **Peer Evaluation** * **Case Analysis Paper** * **TOWS Presentation** * **Glo-Bus Video Presentation** * **EXAMS 1-3 (online)**   (all due by 11:59pm Aug. 9) |
| **08/04** | * Course Wrap-Up |