

Southeastern Oklahoma State University
John Massey School of Business
Spring 2019

Course name: **Management 5603 Strategic Management**

Instructor: Raymond Bomgardner, DBA.,
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Course Title: **Mngt 5603 Strategic Management**

Course description: **This course is designed to offer students an overview of the strategic management process. It covers the integration of the skills and functions of management to develop long range plans and to implement and manage the efforts directed toward the accomplishment of organizational objectives.**

Prerequisites: **None**

Required Material: Pearce and Robinson, Strategic Management, 13th Edition
McGraw-Hill Irwin, ISBN: 0078029295

Computer with camera

Supplemental Readings: Kim, W. C. & Mauborgne, R. (2004). Blue ocean strategy. *Harvard Business Review*, October, 76-84. [Available through Business Source Premier on the library website]

Kaplan, R. S. & Norton, D. P. (1992). The balanced scorecard – measures that drive performance. *Harvard Business Review*. January-February, 71-79. [Available through Business Source Premier on the library website]

Collis, D. J. & Rukstad, M. G. (2008). Can you say what your strategy is? *Harvard Business Review*, April, 82-90. [Available through Business Source Premier on the library website].

Hoffman, R. & Casnocha, B. (2012). *The Startup of You*. New York: Crown Business. ISBN 978-0-307-88890-7. Hoffman is a co-founder of LinkedIn and the book is about how to launch or re-launch your career.

<http://www.eCorner.stanford.edu> This website offers a number of free lectures on leadership, management, and entrepreneurship.

<http://www.owl.english.purdue.edu/owl/resource/560/01> and <http://www.apastyle.org> are two sites that can help you with APA style. Word also has help in the citation section of Word 2010. Additionally, there are APA style guides available in the library.

A good explanation of Bloom's Taxonomy can be found at <http://businessballs.com/bloomstaxonomyoflearningdomains.htm>. In fact, there is a great deal of useful information at businessballs.com on a variety of subjects including team building.

Technical Requirements: This is an online course facilitated through Blackboard. All chapter quizzes, exams, assignments, PowerPoints, course documents, course information, emails from me, and grades will be facilitated through Blackboard. It is your responsibility to ensure that you have access to the site AND that your email address is correct. Contact the Center for Instructional Development and Training to make sure you are properly enrolled in the course.

Special Needs Students Any student needing special accommodations due to a disability should contact the Coordinator of Student Disability Services, Student Union, Suite 204 or call (580) 745-2254 (TDD# 745-2704). It is the responsibility of each student to make an official request for accommodations to the Coordinator.

Netiquette: <http://www.se.edu/online-learning/technology/communication-netiquette/>

Library and Information Resources <http://www.se.edu/online-learning/student-services/>

Other Resources: None

Other Requirements: None

Expectations for Communications:

Check the course website every day, at least five days a week! You should also check your grades regularly and stay in touch with me concerning submitted assignments that are not reflected in your grades. You should expect to receive feedback on written assignments with 3 days and a response to questions/issues within 1 day.

Email Address – You are required to use your SOSU student email address when using Blackboard. In addition, you are required to REGULARLY check your SOSU student email account. All email correspondence will be sent to your SOSU student email address. Refer to the Blackboard login page for details about your SOSU student email address. Be sure to include your name in the body of every email you send to me.

- Course objectives:** A student who successfully completes this course will be able to:
1. Identify the stages in the strategic management process. (JMSOB MBA Goal 4)
 2. State what is meant by organizational vision, mission, and strategy. (JMSOB MBA Goal 2)
 3. Prepare an in-depth analysis of an organization's competitive environment. (JMSOB MBA Goal 2)
 4. Analyze an organization's strengths, weaknesses, opportunities and threats. (JMSOB MBA Goal 4)
 5. Analyze complex business issues/problems and offer recommendations for solving those problems. (JMSOB MBA Goal 2 and 4)
 6. Prepare a prescriptive report of the analysis of an organization's vision, mission, strategy, implementation, and evaluation and control procedures. (JMSOB MBA Goal 1)

ALIGNMENT OF
OBJECTIVES WITH
LOCAL, STATE, AND
OR NATIONAL
STANDARDS: None

Course Schedule:

Week One Jan. 14-20th

Strategic Management Overview Chapter 1
Company Mission Chapter 2

Take the quiz 1 by 12:00 midnight **Jan. 20th**

Complete the Discussion Board Assignment: What is the difference in a vision statement and a mission statement? Do you need to have both? Why?

Take the quiz 2 by 12:00 midnight **Jan 20th**

Analyzing Strategic Management Cases Pages 426-434

Case assignments will be posted on Blackboard under Course Work

Unit Objectives:

1. To understand the strategic management process and differentiate between strategic planning and strategic management.
2. To differentiate between organizational vision and mission.

Week Two Jan. 21st-27th

Corporate Responsibility and Ethics

Chapter 3

The External Environment

Chapter 4

Take quiz 3 by 12:00 midnight **Jan. 27th**

Complete the Discussion Board Assignment: Explain what is meant by corporate responsibility and how ethics relates to that responsibility.

Take quiz 4 by 12:00 midnight **Jan. 27th**

Unit Objectives:

1. To understand the concept of corporate responsibility ethical decision making and its application to an organization.
2. To identify the factors in the environment that an organization must consider in strategic management.
3. To explain how these factors influence the strategic management process.

Week Three Jan. 28th- Feb. 3rd.

The Global Environment

Chapter 5

Take quiz 5 by 12:00 midnight Feb. 3rd

Submit your individual case analysis through the link provided in Blackboard.

Complete the Discussion Board Assignment: Should every organization have a strategy to enter global markets? Why? Give specific examples of companies that should not be developing global initiatives.

Internal Analysis Chapter 6 Take quiz 6 by midnight Fe. 3rd

Take Exam 1 covering Chapters 1-5 by 12:00 midnight, Feb.3rd This is a timed exam and you only have one attempt and 50 minutes to take the exam.

Unit Objectives:

1. To describe what is meant by global environment and how aspects of the global environment affect an organization's strategic management.
2. To identify the tools used to conduct an internal analysis.
3. To explain how the results of each of the analyzes affect strategic management.

Week Four Feb. 4th- Feb. 10th

Objectives and Strategy

Chapter 7

Take the quiz 7 by 12:00 midnight **Feb. 10th**

Prepare a draft of your analysis of your assigned team case and submit it through the link provided in Blackboard

Business Strategy

Chapter 8

Take the quiz 8 by 12:00 midnight on **Feb 10th** .

Complete the Discussion Board Assignment: How are objectives and strategy interrelated? What is the role of objectives in evaluating strategy?

Unit Objectives:

1. To describe the characteristics of good objectives and understand the role of objectives in the strategic management process.
2. To define strategy and identify the basic strategies that are available to an organization.

Week Five Feb. 11- Feb. 17th

Multibusiness Strategy

Chapter 9

Take the quiz 9 by 12:00 midnight **Feb. 17th**.

Complete the Discussion Board Assignment: How do the tools available for analyzing multibusiness strategies differ from those use to analyze a single line of business strategy.

Take Exam 2 covering Chapters 6-9 by 12:00 midnight on Feb. 17th. This is a timed exam and you only have one attempt and 40 minutes to take it.

Implementation Chapter 10 Take the quiz 10 by 12:00 midnight Feb. 17th

Unit Objectives:

1. To differentiate business strategies from multibusiness strategies.
2. To identify the tools available for developing multibusiness strategies.
3. To understand the importance of implementation in strategy development and evaluation.

Week Six Feb. 18th- Feb. 24th

Organizational Structure

Chapter 11

Take quiz 11 by 12:00 midnight Feb. 24th

Complete the Discussion Board Assignment: Does structure follow strategy or strategy follow structure?

Leadership and Culture

Chapter 12

Take quiz 12 by 12:00 midnight Feb. 24th

Prepare the final draft of your team case analysis and submit it by midnight on Dec 9th.

Use the link in Blackboard

Submit your peer evaluation by midnight on Feb. 24th . Use the link in Blackboard.

Unit Objectives:

1. To define what is meant by organizational structure.
2. To identify various types of organizational structures the the pros and cons of each structure.
3. To describe the roles of a leader and what is meant by organizational culture and explain the interaction of the leader and the organization in creating the culture.

Week Seven Feb. 25th- Feb.- March 3rd.

Strategic Control

Chapter 13

Take quiz 13 by 12:00 midnight. **March 3rd.**

Complete last Discussion Board Assignment: What is meant by strategic control? How would organizational control differ between small business and large organizations?

Innovation and Entrepreneurship

Chapter 14

Take quiz 14 by 12:00 midnight **March 3rd.**

Take the Final Exam covering Chapters 10-14 by 12:00 midnight on March 3rd. This is a timed exam and you only have one attempt to take the exam and 50 minutes to complete it.

Unit Objectives:

1. To understand the importance of strategic control in strategy evaluation.
2. To understand the tools and procedures used in strategic control.
3. The understand what in meant by innovation and the importance of innovation in driving a company/industry.
4. To describe what an entrepreneur is and how entrepreneurship drives industries.

Exam Schedule

<u>Exam #</u>	<u>Chapters Covered</u>	<u>Dates/Times Available</u>
1	Chapters 1-5	By Feb. 3rd by 11:59 pm
2	Chapters 6-9	By Feb. 17th by 11:59 pm
Final Exam	Chapters 10-14	By March 3rd. by 11:59 pm

Semester Calendar:

<http://www.se.edu/dept/registrar/calendar/>

Course Policies:

Students are responsible for all material presented including homework assignments and discussion board. Exams are timed so it is extremely important that students study the assigned material prior to attempting to take an on-line exam. (There will not be enough time to look up answers to the questions while in the process of taking an exam.)

Students are responsible for all material presented including reading assignments, chapter quizzes, and written assignments. Both chapter quizzes and exams are timed so it is extremely important that students study the assigned material prior to attempting to take a quiz or exam.

Chapter quizzes will be given on each chapter and there will be three exams. Please follow the detailed timeline given above to make sure you keep up with the assignments. There are no make-ups for missed chapter quizzes or exams except for emergencies or extremely unusual circumstances.

1. **Counseling Center:** Any student experiencing mental or emotional issues who desires free, confidential, clinical counseling is encouraged to contact the SE Counseling Center at (580) 745-2988 to schedule an appointment during normal working hours Monday-Friday, 8:00AM to 5:00PM. For after-hours mental health emergencies, please call SE Campus Police at (580) 745-2911 or the [Mental Health Crisis Hotline](#) at 1- (800) 522-1090.
2. **Disability Accommodations:** Any student needing special accommodations due to a disability should contact the Office of Compliance and Safety, Administration Building, Suite 311 or call (580) 745-3090 (TDD# 745-2704). It is the responsibility of each student who anticipates or experiences barriers to their academic experience to make an official request for disability related accommodations in a timely manner.
3. **Equity and Non-Discrimination Statement:** Southeastern Oklahoma State University, in compliance with all applicable federal and state laws and regulations, does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, sexual orientation, gender identity, or status as a veteran in any of its policies, practices, procedures, or programs. This includes, but is not limited to: admissions, [employment](#), [financial aid](#), and educational services. Inquiries regarding non-discrimination and equity policies may be directed to: Michael Davis, Director of Compliance and Safety & Title IX Coordinator, (580) 745-3090, or mdavis@se.edu.

CASE ANALYSIS

Individual case analysis

Each of you will be required to analyze a case individually. You are expected to use the case analysis outline posted on Blackboard and to do your own work. **The case write-up is worth 200 points.**

Team case analysis

You will also participate in a team project to analyze a strategic management case. Your team will be responsible for analyzing a case and preparing a report on your analysis. A case analysis outline is posted on Blackboard under course documents. **The case write-up is worth 100 points and the peer evaluation is worth 50 points.**

Each student will be assigned to a team and each team will be responsible for the analysis and write up of a case assigned by the instructor. An outline of the case analysis is given in Appendix C

Each student will also be asked to evaluate their team members on the case analysis using the form shown in Appendix B

COURSE REQUIREMENTS:

Timeframe for Participation:

Student participation is critical to the success of this class. To be a successful online learner, you must be highly self-motivated. You will be graded on your discussion board responses, timeliness of completing homework and exams. The discussion board is where you and the instructor make the class come alive, so be sure to participate early and often!

Discussion boards will be available on a periodic basis. To receive credit for participating, you must make meaningful contributions to the discussion boards each time a topic is available. Simply “I agree” or “I disagree” is not meaningful. You are required to post your solution/answer to a problem/question on the discussion board; you must also comment on at least 3 other posts each week. The idea is to “discuss” the problem or topic. Be sure to carefully read and follow the instructions posted with each discussion.

Blackboard automatically tracks and records every click, including your name! I can see if and when you logged on, the date and time of day you logged on, and even what you accessed once you logged on! This is one way I can determine whether or not you participated in the assignment.

Approximate Time Required for Individual Activities:

This course will be conducted using a variety of instructional methods and learning activities, including but not limited to discussion boards, homework, and exams. Approximately 15-20 hours per week will be required for successful completion of course requirements. Read, read, and re-read directions and information carefully before emailing or calling for help. You will find most of your questions answered in the course syllabus or on the discussion board.

Expectations for Communications:

Check the course website every day, at least five days a week! Check with me concerning submitted assignments that are not reflected in your grades.

Email Address – You are required to use your SOSU student email address when using Blackboard. In addition, you are required to REGULARLY check your SOSU student email account. All email correspondence will be sent to your SOSU student email address. Refer to the Blackboard login page for details about your SOSU student email address. Be sure to include your name in the body of every email you send to me.

Activity and Other Assignment Expectations:

Weekly assignments are outlined in the detailed course schedule. The due dates for all assignments are also listed there. All components of the weekly assignments (homework, and discussion board posts, etc.) must be submitted by 12:00 p.m. on the due date.

All assignments will be completed online and submitted to the instructor through email attachments. Exam scores are automatically entered in to the Blackboard grade book.

Other Course Requirements: NONE

Assessment and Grading:	Course component	Points
	Chapter quizzes	210
	Exams	300
	Individual Case	200
	Team Case	100
	Peer Evaluation	50
	Discussion Board	120
	Total	980

The grading scale: A \geq 90%; 80% \leq B < 90%; 70% \leq C < 80%; 60% \leq D < 70%; F < 60%.

UNIVERSITY AND SCHOOL POLICIES:

Privacy: <http://www.se.edu/academics/general-information/students-rights/>

Academic Integrity: <http://www.se.edu/student-life/documents/student-handbook.pdf#page=6>

Special Accommodations: Any student needing special accommodations due to a disability should contact the Coordinator of Student Disability Services, Student Union, Suite 204 or call (580) 745-2254 (TDD#745-2704). It is the responsibility of each student to make an official request to the Coordinator for academic accommodations. For additional information, see the Americans with Disability Act on the Southeastern Online Learning website or <http://www.se.edu/ada/>

Other University and/or School Policies: None

APPENDIX A

Written Report

Each team is expected to prepare a typewritten (12-15 pgs.) detailed report of the case analysis to be submitted to the instructor at the time stated in the syllabus. A penalty of one letter grade (10 points) will be assessed for each day the report is late. Papers should be logically subdivided by sections as shown in the accompanying outline and subsections as necessary for clarity. One-page paragraphs and one-sentence paragraphs are sure ways to lose points. The following specific requirements should be followed:

1. Use standard white paper - 8 1/2" X 11".

2. Reports are to be submitted online as a Word attachment
3. Reports must be typed double-spaced.
4. Number the pages in the upper right-hand corner. Do not number the first page.
5. Title page should include the following data:
 - a. Name of the project
 - b. Individual team member names
 - c. Course and section number
 - d. Date
6. Underline and capitalize all headings so they will stand out. Headings make your report more interesting and easier to read. They also demonstrate good organization.
7. In documenting "other" information from secondary sources cite the author, title, date, and page number of the source. On primary sources, disclose as much as is possible about the source.
8. Number footnotes consecutively throughout the report. If you choose you may place the footnotes on a page at the end of the report.
9. All graphs and tables must be neatly presented and readily understandable. Don't introduce exhibits unless they will be used to make pertinent points. Place long, detailed exhibits in an appendix of the report.

APPENDIX B
CASE PEER EVALUATION

<u>Your Name:</u>	<u>Team Members:</u>	<u>Total</u>
	A. _____	_____
	B. _____	_____
	C. _____	_____
	D. _____	_____
	E. _____	_____

PERFORMANCE RATING

(10 is high, 0 is low)

Place the names of your team members, but not yourself, in the upper right hand corner of this paper and then rate them (using the letter next to the name, but not yourself, on the spectrums below. Do not give two people the same rank, i.e. only one person can receive an "8". Total the number of points that each person scores and place the total next to their name above. (Note: assuming one individual deserved a 10 for each element, the maximum score they could get would be 50)

1. Effort

10 9 8 7 6 5 4 3 2 1 0

- Demonstrated initiative, exercised perseverance, and expended sufficient time on the project.
2. Achievement
- 10 9 8 7 6 5 4 3 2 1 0
- Success in understanding the project, particularly in their area of responsibility.
Helped in developing supporting data and methods of presentation.
3. Communication and Cooperation
- 10 9 8 7 6 5 4 3 2 1 0
- Ability to make their thoughts and plans understood by the group. Willingness to listen to other points of view. Capacity to understand other problem areas and to work outside their own area of responsibility.
4. Group Influence
- 10 9 8 7 6 5 4 3 2 1 0
- Success in getting their ideas considered by the group. Ability to have the group adopt their own point of view.
5. Team Perspective
- 10 9 8 7 6 5 4 3 2 1 0
- Ability to relate to the overall team mission and to plan and act in the best interest of the team.

APPENDIX C

CASE ANALYSIS OUTLINE

The case analysis score is the same for all team members

1. **Major Problem or Issues**
This section of the report states the major problems or issues faced by the organization over the next 5-10 years. A problem is something that stands in the way of achieving objectives and an issue is a situation that the organization must deal with to fulfill its vision/mission and accomplish its objectives.
2. **Analysis**
This section of the report details the analysis related to the major problems and/or issues identified in 1 above. The thorough analysis of the company's situation will lead to viable alternatives to solve the problem or deal with the issues.

Analysis for single line of business organizations:

- A. Organizational vision/mission, objectives, current strategy
- B. SWOT analysis
- C. Competitive Analysis
- D. Financial Analysis
- E. Implementation Issues/Problems
- F. Evaluation/Control Procedures

Analysis for multi-line of business organizations:

- A. Portfolio analysis

- B. Resource allocation/restructuring needs
3. **Alternative Solutions to Problems/Issues**

This section of the report identifies 3 or more viable alternatives the company could pursue to solve the problem or address the issues. Do nothing is not normally an alternative.

 - A. List of 3 or More
 - B. Pros and Cons of Each Alternative
 4. **Recommended Course of Action\Justification**

The section of the report details the chosen alternative and why this alternative is better than the other listed in 3 above.
 5. **Implementation Plan**

This section of the report spells out “Who will do What, When, and with what Resources”. A good strategy that is not well implemented will produce less than satisfactory results.