



**ROBERT H. LEDBETTER COLLEGE OF BUSINESS (ONLINE)
MGT 4600 - STRATEGIC MANAGEMENT**

Course Title:	Strategic Management
Course Number:	MGT 4600
Credit Hours:	3
Prerequisites:	MGT 3200, MGT3300, MKT3400, and BBA senior status

COURSE DESCRIPTION

Unlike other business courses that concentrate narrowly on a particular function or piece of the business – accounting, finance, marketing, production, human resources, or information systems, strategic management is a big picture course. It cuts across the whole spectrum of business and management. The center of attention is the *total enterprise* – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success.

This Strategic Management course is a core course focused on observing, analyzing, and linking a company, and its environment by providing the tools needed to analyze a company's present position in the global marketplace and design its future. In essence, you will review a company's action plans for competing successfully and operating profitably. For this, you will need to make an educated selection of strategic choices with the ultimate goal of moving the company forward successfully by crafting and executing a strategy that will help achieve a competitive advantage.

COURSE OBJECTIVES

Upon successful completion of this course, you should be able to:

- Develop your capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage (Educational Principles "EP": IV and VIII).
- Build your skills in conducting strategic analysis in a variety of industries and competitive situations and, especially, to provide you with a stronger understanding of the competitive challenges of a global market environment (EP: III, IV, and VIII).
- Give you hands-on experience in crafting business strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making sound strategic decisions (EP: III, IV, and VIII).
- Acquaint you with the managerial tasks associated with implementing and executing company strategies, drill you in the range of actions managers can take to promote competent strategy execution, and give you some confidence in being able to function effectively as part of a company's strategy-implementing team (EP: I, II, III, IV, and VIII).
- Integrate the knowledge gained in earlier core courses in the business school curriculum, show you how the various pieces of the business puzzle fit together, and demonstrate why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion (EP: I, II, III, IV, and VIII).
- Heighten your awareness of how and why ethical principles, core values, and socially responsible management practices matter greatly in conduction of company's business (EP: IV and VIII).

- Develop your powers of managerial judgment, help you learn how to assess business risk, and improve your ability to make sound business decisions and achieve effective outcomes (EP: IV and VIII).

COURSE MATERIALS

The following materials are required for the Strategic Management course:

Textbook

Thompson, A. A., Peteraf, M. A., Gamble, J. E., and Strickland, A. J. (2018). *Crafting and Executing Strategy: The Quest for Competitive Advantage, 21th Edition*. New York. NY. McGraw-Hill Education.

ISBN-13: 978-1259732782

ISBN-10: 1259732789

Library

Shorter University library on-campus and Online for peer reviewed

articles: <http://www.shorter.edu/libraries/>

Once you're on the library's webpage, click on any relevant button for research and downloading peer reviewed articles: Library Catalog, Galileo, Shorter Libguides, EBSCO, etc.

Additional materials

Guidelines for APA format academic papers: <https://owl.english.purdue.edu/owl/section/2/10/>

How to avoid plagiarism: <http://owl.english.purdue.edu/owl/resource/589/01>

METHODS OF INSTRUCTION

This course includes the following methods of instruction:

- PPT lectures and Case Videos
- Reading assignments
- Discussions
- Case study assignments
- Quizzes
- Strategic management concepts assignments
- Comprehensive project in place of *GLO-BUS simulation* for Campus 16 week course.

Course Duration: 8 weeks

Do take note that **Week 8 is short, it ends on a Friday**. All work must be posted in Canvas before 11:55 pm on this day, work posted after 11:55 pm will not be graded.

Late Assignments

Generally, late assignments may not be accepted. This does not include extenuating verifiable circumstances such as certain health issues (must be verified by a physician), death, tornadoes, etc. There is a 5% point loss per day for lateness (up to five days). Whether you are one minute late or 23 hours late, you are late. Please do not get yourself in this position. Write your papers well in advance of the deadline.

CLASS WORK PROTOCOLS

Discussions

1. Post your original discussion (initial post) no later than two days of the beginning of the **Week "Monday"**. Follow up with two responses and/or additional posts to your classmates before discussion forum closing time (**Sunday 11:55 pm**).
2. Discussions posted after closing time will not be graded. All posts and responses must comply with APA writing conventions.
3. Initial posts must have a minimum of two references (the textbook, peer reviewed article from Galileo online library, and/or credible internet sources).
4. Responses must also have a minimum of one reference (the textbook, peer reviewed article from Galileo online library, and/or credible internet sources):
 - Expand on the colleague's posting with additional insight and resources.

- Offer polite disagreement or critique, supported with evidence.
- Offer and support an opinion.
- Validate an idea with your own experience.
- Make a suggestion or comment that guides or facilitates the discussion.

5. Points will be deducted for grammar and spelling issues.

Class participation is an important component of any online course. This requires posting a well thought-out answer, and then, a well thought-out and thorough response to your classmates. You are free to encourage, agree, and even disagree with your classmates; however, be sure your response is intelligent, supported by the material, and adds value to the answer to which you are responding. Always be professional and courteous with your comments, and refrain from making any personal statements that may be interpreted as being negative.

Case Studies

Case studies are due no later than the specified time (Sunday 11:55 pm).

1. You must give quality answers that show mastery of the case and questions asked using clear logic and supporting facts. Also, the answers must directly answer the questions posted in the case.
2. Case studies test the understanding of key elements of research methodology, therefore they must be thoroughly addressed.
3. You must use citations with references to document information obtained from sources. The key elements of Strategic Management and Concepts are found in the sources listed in this syllabus (it is your duty to search for them, read, analyze, evaluate, summarize, paraphrase in your answers, and cite the authors who wrote the articles, books, term papers, memoirs, studies, etc. What it means is that you will have **not less than 2 references** from the listed sources.
4. Grammatically correct paper, no typos, and must have obviously been proof read for logic.
5. Questions must be typed out as headings, with follow up answers in paragraph format, and a summary or conclusion at the end of all answers as set in the outline (Outline provided in Canvas).
6. Case studies must be in APA format.

Assignments on Concepts

Questions on Strategic Management Concepts. They are due no later than the specified time (Sunday 11:55 pm).

Questions on Strategic Management:

1. The questions on concepts must show quality definitions of the concepts, relating to previous researches using clear logic, and supporting facts.
2. You must use citations with references to document information obtained from sources. The key elements of Strategic Management and Concepts are found in the sources listed in this syllabus (it is your duty to search for them, read, analyze, evaluate, summarize, paraphrase in your answers, and cite the authors who wrote the articles, books, term papers, memoirs, studies, etc. What it means is that you will have **not less than 3 references** from the listed sources.
3. Grammatically correct paper, no typos, and must have obviously been proof read for logic.

The questions must be typed out as headings, followed by a write-up in paragraph format, a summary or conclusion at the end of the paper, and must be in APA format.

Please note that Wikipedia, Encyclopedias, Dictionaries, and all “pedias” are not acceptable sources for citing in scholarly writing.

Comprehensive Project

The Comprehensive Project is expected to reflect one’s understanding of the actual application of strategic management and the relevant material covered throughout the course. You are a management trainee in an organization (your organization or an organization of your choice – for profit or not for profit) and have been asked by the CEO to prepare a paper on the Organization’s key strategic management problem/issue. The problem/issue can be in any of the following departments: accounting, finance, marketing, production, human resources, logistics, procurement, and research & development

(R&D).

Using your knowledge prepare an in-depth examination of the existing strategic management problem/issue. You must use relevant literature and sources that support your assertion, pertaining to the problem/issue within the organization of your choice. The literature included must not only support your argument or position, but also alternative opinions, and explanations whenever possible. As such, do not hesitate to challenge or critique scholarly works when appropriate. Your project must encompass the following:

- 1) Evidence of ability to size-up the organization's situation and to identify key problems/issues.
- 2) Use of appropriate analytical techniques, sound logic, and well-supported arguments in evaluating the organization's present condition and future prospects.
- 3) Evidence of ability to formulate realistic and workable recommendations for action.
- 4) Thoroughness – both in (a) scope and coverage and (b) depth of analysis.
- 5) Evidence of ability to use good communication skills (including the use of charts, tables, graphs, and figures).
- 6) Evidence of adequate preparation, pride of workmanship, and display of a professional attitude and approach.

Comprehensive Project Phase 1 – The Organization and Problem/Issue

Identify your Organization and the problem/issue you will be examining. Your paper will include:

1. Introduction.
2. The background of the Organization, including Mission/Vision/Business Model.
3. The problem/issue you will be examining.
4. Which department is the problem/issue from? Why is it an issue? How did you know it was an issue? Do you work in that department?
5. Summary

The paper must have **not less than 3 peer reviewed references** from the listed sources and of course from the organization's website. The project must be in APA format.

Comprehensive Project Phase 2 – Sections Required Depending on Problem/Issue

*Having scored a minimum of 80% and above in your Phase 1, you will proceed to write your Phase 2.

Your paper will include:

1. Briefly recite the organization.
2. Explain the problem in detail.
3. Tentatively, how you would address the problem within the contexts any or more of the below –
 - a. Evaluating a Company's External Environment: concepts and analytical tools.
 - b. Evaluating a Company's Resources, Capabilities, and Competitiveness: key components.
 - c. The Five Generic Competitive Strategies: Staking out a different position in the marketplace.
 - d. Strengthening a Company's Competitive Position: Strategic moves, timing, and scope of operations.
 - e. Strategies for Competing in International Markets.
 - f. Corporate Strategy: diversification.
 - g. Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy.
 - h. Managing Internal Operations: Actions that promote good strategy execution.
 - i. Corporate Culture and Leadership: Keys to good strategy execution.
4. Summary.

The paper must have **not less than 4 peer reviewed references** from the listed sources and of course from the organization's website. The project must be in APA format.

Comprehensive Project Phase 3 – Type of Strategy, Implementation, and Literature Review

Again, *having scored a minimum of 80% and above in your Phase 2, you will proceed to write your Phase 3. Your paper will include:

1. Briefly recite the organization and problem.
2. Give a detailed account of the type of strategy

3. How will you apply the strategy to mitigate the problem/issue.
4. Tentatively lay the scope of your literature review (all areas you will cover).
5. Summary.

The paper must have **not less than 6 peer reviewed references** from the listed sources and of course from the organization's website. The project must be in APA format.

Comprehensive Project Phase 4 – Complete Project

You will proceed to write a comprehensive project using all the information you have put together and instructor feedback from phase 1 to 3. Your paper will include:

1. Abstract
2. Introduction
3. Detailed background of the organization
4. Detailed problem/issue
5. Detailed type of strategy and mitigation of problem/issue (implementation)
6. Detailed Literature Review (supporting or alternative opinions or negating opinions)

A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain period. It might give a new interpretation of old material or combine new with old interpretations. Or it might trace the intellectual progression of the field, including major debates. And depending on the situation, the literature review may evaluate the sources and advise the reader on the most pertinent or relevant.

7. Detailed recommendations
8. Conclusion
9. References

The paper must have **not less than 7 peer reviewed references** from the listed sources and of course from the organization's website. The project must be in APA format.

Important Notice: * Minimum scored to proceed to next phase of the project is 80%. Below 80% will require making corrections based on instructor feedback and resubmitting via Canvas emailing system to the instructor before proceeding to next phase. However, the original score will remain in grade book.

Grading Criteria

Discussion Forums: 25 points – 8 weeks (Initial post 10 points, two responses 5 points each)	200
Case studies: 75 points each – 4 in total	300
Assignments: 75 points each – 4 in total	300
Quizzes: 20 points each – 8 in total	160
Comprehensive Project Phase 1 – The Organization and Problem/Issue	40
Comprehensive Project Phase 2 – Sections Required Depending on Problem/Issue	100
Comprehensive Project Phase 3 – Type of Strategy, Implementation, and Literature Review	100
Comprehensive Project Phase 4 – Complete Project	200
Total	1400

Grading Scale

The following scale will determine grades:

90-100 percent	A
80-89 percent	B
70-79 percent	C
60-69 percent	D
Below 60 percent	F

Grades will be calculated as a percent of the total points available for all graded work.

COURSE POLICIES

Academic Integrity

Shorter University is committed to fostering an educational environment characterized by honesty and integrity. Students are expected to understand their rights and responsibilities, and to behave accordingly. Refer to the “Shorter University Honor Code,” posted in the introductory course materials, for specific policies and procedures:

On my honor, I will abstain from all deceit. I will neither give, receive, nor use any unauthorized aid in my academic work, nor will I permit such action by any member of this community. I will respect the persons and property of the community and will not condone discourteous or dishonest treatment of these by my peers. In my every act, I will seek to maintain a high standard of honesty and truthfulness for myself and for the university.

Plagiarism

All work submitted must represent the student’s original work. Every resource used to complete an assignment must be in APA format and reveal the extent to which the source was used. Plagiarism and/or falsification are serious matters and may result in the student being required to revise and resubmit the assignment, receiving a grade of F for the assignment, or receiving a failing grade for the course.

Class Participation and Attendance

Participation and attendance are determined by completion of discussion forums, case studies, quizzes, and term project timely fashion.

Writing Expectations

Shorter University emphasizes the importance of employing proper grammar, composition, and writing style across the curriculum. All papers should demonstrate appropriate writing skills and adherence to APA formatting guidelines.

SERVICES

Disability Services:

If you believe you are entitled to reasonable accommodation based on a documented disability (per The Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973), please contact Student Support Services at 706-233-7417 or visit <http://www.shorter.edu/disability-services> for more information.

Student Support Services:

Located in the Fitton Student Union, Room 219 (706-233-7323). Academic support is available to all students through the Center for Learning and Academic Success at Shorter (CLASS). The Center offers peer tutoring and coordinates study groups for students seeking assistance. Also, students can receive help with writing through individual tutoring in the Writing center. CLASS is located on the second floor of the Sheffield-Thompson building in the Bailor Suite.

WEEKLY CONTENT OUTLINE AND LEARNING OBJECTIVES

Week 1: Strategy and Charting a Company's Direction

Upon successful completion of chapters 1 and 2, you will be able to:

1. Understand why the tasks of crafting and executing strategy are core management functions.
2. Understand why excellent execution of an excellent strategy is the most reliable recipe for turning a company into a standout performer over the long term.
3. Understand the managerial tasks associated with developing and executing company strategies.
4. Understand the importance of a clear vision for the company and the strategic and financial objectives that guide the way in developing and executing company strategies.
5. Understand the importance of setting objectives at all levels of the organization.
6. Understand the role of operating excellence in the successful execution of strategy.
7. Understand the role of the company's board of directors in overseeing the strategic management process.

WEEK 1 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson, Peteraf, Gamble, and Strickland, (2018). Chapters 1 and 2	N/A
Self-introduction	Mandatory Introduction in Canvas	Week 1 – Sunday 11:55 PM
Lecture PPTs	View all slides in Canvas and relate to text	Week 1 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 1 – Sunday 11:55 PM
Quiz	Covering Chapters 1-2	Week 1 – Sunday 11:55 PM
Case Study # 3	Instructions in Syllabus and Canvas.	Week 1 – Sunday 11:55 PM

Week 2: Evaluating a Company's External Environment, Company's Resources, Capabilities, and Competitiveness

Upon successful completion of chapters 3 and 4, you will be able to:

1. To use the concepts and analytical tools for assessing a company's external environment.
2. To ascertain the competitive arena in which a company operates, together with the technological, societal, regulatory, or demographic influences in the macro-environment that are acting to reshape the company's future market arena.
3. Understand and use the techniques of evaluating a company's internal circumstances – its resource capabilities, relative cost position, and competitive strength versus rivals. The analytical spotlight based on six questions:
 - a. How well is the company's present strategy working?
 - b. What are the company's most important resources and capabilities, and will they give the company a lasting competitive advantage over rival companies?
 - c. What are the company's strengths and weaknesses in relation to the market opportunities and external threats?
 - d. How do a company's value chain activities impact its cost structure and customer value proposition?
 - e. Is the company competitively stronger or weaker than key rivals?
 - f. What strategic issues and problems merit front-burner managerial attention?

WEEK 2 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Ch. 3 and 4	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 2 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 2 – Sunday 11:55 PM
Quiz	Covering Chapters 3-4	Week 2 – Sunday 11:55 PM
Assignment # 1	Instructions and Questions in Canvas.	Week 2 – Sunday 11:55 PM
Project Phase 1	Instructions in Syllabus and Canvas.	Week 2 – Sunday 11:55 PM

Week 3: The Five Generic Competitive Strategies and Strengthening a Company's Competitive Position

Upon successful completion of chapters 5 and 6, you will be able to:

1. To apply the five basic competitive strategy options –
 - a. Low-cost provider strategy,
 - b. Broad differentiation strategy,
 - c. Focused low-cost strategy,
 - d. Focused differentiation strategy, and
 - e. Best-cost provider strategy.
2. Understand and use the three dimensions including offensive and defensive competitive actions, competitive dynamics and the timing of strategic moves, and the breadth of a company's activities. Explored through seven broad categories –
 - a. Whether and when to go on the offensive,
 - b. Whether and when to employ defensive strategies,
 - c. When to undertake strategic moves,
 - d. Whether to integrate backward or forward into more stages of the industry value chain system,
 - e. Whether to integrate the value chain backward or forward,
 - f. Whether to outsource certain value chain activities, and
 - g. Whether to enter into strategic alliances.

WEEK 3 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Ch. 5 and 6	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 3 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 3 – Sunday 11:55 PM
Quiz	Covering Chapters 5-6	Week 3 – Sunday 11:55 PM
Case Study # 18	Instructions in Canvas.	Week 3 – Sunday 11:55 PM

Week 4: Strategies for Competing in International Markets and Corporate Strategy

Upon successful completion of chapters 7 and 8, you will be able to:

1. Understand the strategy options for expanding beyond domestic boundaries and competing in the markets of either a few or a great many countries.
2. Understand the strategic issues unique to competing successfully in an economy that is globalizing.
3. To use the core concepts including multi-domestic, global, and transnational strategies as well as the Porter diamond of national advantage and cross-country differences in cultural, demographic, and market conditions in competing successfully internationally
4. To understand and move up one level in the strategy-making hierarchy, from strategy making in a single business enterprise to strategy making in a diversified enterprise.
5. To use the various paths through which a company can become diversified.
6. To provides to make a company use diversification to create or compound competitive advantage for its business units.
7. To use the techniques and procedures for assessing the strategic attractiveness of a diversified company's business portfolio.

WEEK 4 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Ch. 7 and 8	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 4 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 4 – Sunday 11:55 PM
Quiz	Covering Chapters 7-8	Week 4 – Sunday 11:55 PM
Assignment # 2	Instructions and questions in Canvas.	Week 4 – Sunday 11:55 PM
Project Phase 2	Instructions in Syllabus and Canvas.	Week 4 – Sunday 11:55 PM

Week 5: Ethics, Corporate Social Responsibility, Environmental Sustainability, Strategy, and Building an Organization Capable of Good Strategic Execution

Upon successful completion of chapters 9 and 10, you will be able to:

1. Understand whether a company, in the course of trying to craft and execute a strategy that delivers to both customers and shareholders, also has a duty to
 - a. Act in an ethical manner,
 - b. Be a committed corporate citizen and allocate some of its resources to improving the well-being of employees, the communities in which it operates, and society as a whole, and
 - c. Adopt business practices that conserve natural resources, protect the interests of future generations, and preserve the well-being of the planet.
2. Understand the process of executing an organizational strategy and execution. With emphasis on the conversion of a strategy into actions and good results for organizations.
3. Understand how executing strategy is an operations-driven activity that revolves around the management of people and business processes.
4. Understand that successfully executing a strategy depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy-supportive manner, and instilling a discipline of getting things done.

WEEK 5 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Ch. 9 and 10	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 5 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 5 – Sunday 11:55 PM
Quiz	Covering Chapters 9-10	Week 5 – Sunday 11:55 PM
Case Study # 25	Instructions in Canvas.	Week 5 – Sunday 11:55 PM

Week 6: Managing Internal Operations – Actions That Promote Good Strategy Execution

Upon successful completion of chapter 11, you will be able to:

Understand and use the five additional managerial actions that facilitate the success of a company's strategy execution efforts, include –

- a. Allocating ample resources to execution-critical value chain activities,
- b. Instituting policies and procedures that facilitate good strategy execution,
- c. Employing process management tools to drive continuous improvement in how value chain activities are performed,
- d. Installing information and operating systems that enable company personnel to carry out their strategic roles proficiently, and
- e. Using rewards and incentives to promote better strategy execution and the achievement of strategic and financial targets.

WEEK 6 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Chapter 11	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 6 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 6 – Sunday 11:55 PM
Quiz	Covering Chapter 11	Week 6 – Sunday 11:55 PM
Assignment # 3	Instructions and questions in Canvas.	Week 6 – Sunday 11:55 PM
Project Phase 3	Instructions in Syllabus and Canvas.	Week 6 – Sunday 11:55 PM

Week 7: Corporate Culture and Leadership – Keys to Good Strategy Execution

Upon successful completion of chapter 12, you will be able to:

Understanding and use the two remaining managerial tasks that shape the outcome of efforts to executing a company's strategy, through – creating a strategy-supportive corporate culture and exerting the internal leadership needed to drive the implementation of strategic initiatives forward and achieve higher plateaus of operating excellence.

WEEK 7 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Chapter 12	N/A
Lecture PPTs	View all slides in Canvas and relate to text	Week 7 – Sunday 11:55 PM
Discussion	Instructions in Syllabus and Canvas.	Week 7 – Sunday 11:55 PM
Quiz	Covering Chapter 12	Week 7 – Sunday 11:55 PM
Case Study # 8	Instructions in Canvas.	Week 7 – Sunday 11:55 PM

Week 8: Review of all Chapters

Review of all chapters, put final touches to the project, and submit.

WEEK 8 – ITEMS TO BE COMPLETED		DUE DAYS AND TIME
Reading	Thompson et al., (2018). Chapters Review	N/A
Discussion	Instructions and Questions in Canvas.	Week 8 – Friday 11:55 PM
Quiz	Covering chapters 1-12	Week 8 – Friday 11:55 PM
Assignment # 4	Instructions and Questions in Canvas.	Week 8 – Friday 11:55 PM
Project Phase 4	Complete Project Submission	Week 8 – Friday 11:55 PM