



COLLEGE OF BUSINESS ADMINISTRATION

MGMT 4219- STRATEGIC MANAGEMENT
ASYNCHRONOUS ONLINE SECTION ON CANVAS
SUMMER 2023 (8-WEEK SESSION 5)

PROFESSOR'S INFORMATION

Name: Kiran M. Ismail, Ph.D.

Contact Information and Communication: **The best way to reach me is through email, at: kmikbp@umsystem.edu. I will respond to your message within 24-48 hours. Please include "MGMT 4219" in the subject line of all emails.**

I will use **Canvas Announcements** to reach out to the class regarding any course related information, updates and announcements.

While email is the preferred mode of contact, in a situation requiring telephone conversation, you may send me a note via email, with a call back number.

It is expected that you check your email and the course website on Canvas daily to stay current with any course-related updates and communication.

COURSE INFORMATION

Course:

MGMT 4219- STRATEGIC MANAGEMENT

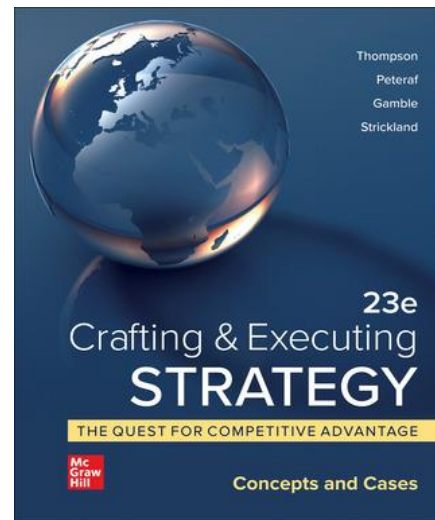
Schedule:

Asynchronous Online Section on Canvas LMS; **Assignments will be due on Sundays** (*see course outline on p. 6 for any exceptions*)

Textbook:

Thompson, Peteraf,
Gamble, & Strickland.
Crafting & Executing
Strategy: The Quest for
Competitive Advantage.
23rd edition. McGraw Hill.

*(All other required material
will be available on the
course website.)*



Course Website:

The course will be conducted on Canvas. You may access the course website via MyView or <https://canvas.umsystem.edu/> and logging in with your MyView login.

Course Description:

In this course, students learn how to develop business strategies, how to implement these strategies through translating them into operational policies and action and how to exercise strategic control.

This is a capstone course that is designed to build upon previous and concurrent work in the program. The knowledge acquired in various functional areas such as operations, marketing, and organizational behavior classes will be integrated to provide a “total business” perspective. In particular, our perspective in this course is that of the general manager whose responsibility is the long-term health of the

firm. Hence, we focus on the key tasks, skills and responsibilities of the general manager in diagnosing business situations and finding realistic solutions to strategic problems.

By the end of the semester, students in this course will have developed the ability to:

- 1. Identify the strategic problems of an organization.
- 2. Complete an internal and external analysis.
- 3. Develop solutions to a firm’s strategic issues.
- 4. Integrate skills acquired in finance, accounting, marketing, and MIS courses to develop an organizational strategy.
- 5. Develop strategies appropriate for the global environment.
- 6. Understand the social impact strategies have upon communities.
- 7. Evaluate how an entity’s actions affected its reputation for excellence in the performance of responsibilities.

A variety of techniques will be used to enhance student learning for this course. These techniques include: reading assignments, class discussions via Canvas discussion board, case analyses, individual assignment and projects, and primary and secondary research opportunities.

Grading Policy:

Weekly Assignments (5 Assignments)	250
Exam 1.....	300
Exam 2.....	300
Group Project.....	<u>150</u>
TOTAL-----	1000 points

Your final total points score will be divided by 10 to compute the overall course percentage points. The following ranges will be used to determine your final grade:

A: 95+	A-: 90 to 94	
B+: 85 to 89	B: 80 to 84	B-: 75 to 79
C+: 70 to 74	C: 65 to 69	C-: 60 to 64
D+: 55 to 59	D: 50 to 54	D-: 45 to 49
F: Below 45		

SEVEN SIMPLE RULES TO DO WELL IN THIS COURSE

1. **SYLLABUS AND INSTRUCTIONS:** Please go through this syllabus extremely carefully. If you are unsure about anything, please contact me. I am here to help you and will be glad to clarify anything. However, unless there is an emergency, I will not make any exceptions to the rules and policies that are mentioned in this syllabus.
2. **TEXTBOOK POLICY:** You may buy or rent digital or print version of the textbook. You will need the book to complete the weekly assignments and exams. All other required readings, notes, and articles will be available on the course website.
3. **READING ASSIGNMENTS:** Complete the reading assignments before beginning to work on the weekly assignment. Your responses to the assignment questions must reflect a thorough analysis and reflection on the reading materials.
4. **LATE WORK POLICY:** Submit all assignments on or before the due date. Late work will not be graded or accepted by the system. All assignments and projects must be submitted by the 11:59 pm deadline specified in the course schedule on page 6.

There will be NO makeup assignments or projects given, unless in case of an emergency situation (adequate documentation showing proof of emergency, e.g. medical report, police report, or written excuse from the academic dean, will be required). Students who miss a deadline for any graded component unexcused and fail to provide a valid, documented proof of emergency will receive a zero in the particular work. If you must miss any work due to an emergency situation, please contact me prior to the due date/time.

5. **COMMUNICATION, E-MAIL AND DISCUSSION BOARD CONDUCT AND COURTESY:** You are expected to conduct yourself professionally and courteously when participating in the course and in communicating with your colleagues, group members, and instructor. Effective course participation may involve comments on other colleagues' responses, and such participation is encouraged; however, the tone should be positive and courteous. The goal should be to learn via interactions, and not assume superiority of your ideas over others' ideas. Remember, as we will be learning during the course of the semester, two opposing ideas can both be relevant under different circumstances.

6. **GROUP RULES:** Contribute effectively to the group project. It is expected that all group members contribute equally to the final output of the project.

Each group will be required to elect a leader. Group leaders are expected to serve as liaison between group members and the professor, as well as set deadlines. They are not expected to complete the work on behalf of group members. All members are required to respond to the group leader's inquiries and requests. Failure to do so and contribute to teamwork will result in penalties.

Each team member will complete a peer evaluation form for the group project contribution of members. Your final project grade or group assignment scores will reflect the peer evaluation scores. I take peer evaluations seriously, so please make sure to meet the expectations of your group members and maintain effective communication. Failure to contribute to the final output will result in a score of zero in the project. A sample peer evaluation form is attached on page 10.

7. **ACADEMIC INTEGRITY:** Students who engage in plagiarism, cheating, or any other form of scholastic dishonesty are subject to disciplinary penalties. At a minimum, I will assign a score of “zero” to any project, assignment, quiz, or exam upon which cheating or plagiarism occurs. Further actions may also be taken as per the judicial process for violations of the academic honor code.

Cutting/copying and pasting information verbatim from different resources (including textbook and course materials) will be considered plagiarism. You must be able to confirm the following regarding your work:

“I have worked individually to complete the assignment/test, without consulting any other person. All references used for the work have been appropriately cited, most of the content is described in my own words, and the content and materials that are used verbatim are cited as quotes that are put in quotation marks and appropriately referenced.”

Participate in the course with an open mind and willingness to share knowledge and learn from others. Your instructor will provide you with learning tools. However, it is your personal responsibility to take advantage of the learning opportunities.

COURSE OUTLINE AND SCHEDULE

<u>Schedule</u>	<u>TOPICS AND ASSIGNMENTS</u>
	<p>*The readings comprise of chapters from the textbook as well as any required articles, cases, or notes posted on the Canvas in the module for the respective week. <u>The assignment responses should incorporate materials presented in the readings.</u></p> <p>**Assignment responses will be due by 11:59 pm on the specified <u>Sundays</u>. The weekly assignment instructions will be posted on Canvas a week before the due date. (See p. 7 for detailed instructions).</p> <p>***Group Project will be due on August 05, which is a <u>Saturday</u>.</p>
06/12-06/18	<p>*Syllabus; Student and Course Introduction; Ch. 1 (“What is Strategy...”); Ch. 2 (“Charting a Company’s Direction”); Discussion Board Participation</p> <p>**<u>Assignment 1 is due by 11:59 pm on 06/18: 50 POINTS</u></p>
06/19-06/25	<p>* Readings: Ch. 3 (“Evaluating a Company’s External Environment”); Ch. 4 (“Evaluating a Company’s Resources...”); Canvas Readings/Notes</p> <p>**<u>Assignment 2 is due by 11:59 pm on 06/25: 50 POINTS</u></p>
06/26-07/02	<p>* Readings: Ch. 5 (“The Five Generic Competitive Strategies”); Ch. 6 (“Strengthening a Company’s Competitive Position”); Canvas Readings/Notes</p> <p>**<u>Assignment 3 is due by 11:59 pm on 07/02: 50 POINTS</u></p>
07/03-07/09	<p><u>TEST 1 is due by 11:59 pm on 07/09: 300 POINTS</u></p>
07/10-07/16	<p>* Readings: Ch. 7 (“Strategies for Competing in International Markets”); Ch. 8 (“Corporate Strategy”); Ch. 9 (“Ethics, Corporate Social Responsibility...”); Canvas Readings/Notes</p> <p>**<u>Assignment 4 is due by 11:59 pm on 07/16: 50 POINTS</u></p>
07/17-07/23	<p>* Ch. 10 (“Building an Organization Capable of Good Strategy Execution”); Ch. 11 (“Managing Internal Operations”); Ch. 12 (“Corporate Culture and Leadership”); Canvas Readings/Notes</p> <p>**<u>Assignment 5 is due by 11:59 pm on 07/23: 50 POINTS</u></p>
07/24-07/30	<p><u>TEST 2 is due by 11:59 pm on 07/30: 300 POINTS</u></p>
07/31-08/05***	<p><u>GROUP PROJECT and PEER EVALUATIONS are due by 11:59 pm on 08/05: 150 POINTS</u></p>

WEEKLY ASSIGNMENTS AND READINGS (250 pts.)

There will be five assignments during the course of the semester. Each assignment may comprise of **case analysis, short exercises, quiz, comments on readings, or discussion board postings**. To successfully complete the assignment, each student must complete the assigned readings before beginning to work on the assignment. **Your responses must reflect thorough analyses of the reading materials.**

The assignment instructions will be posted on the Canvas by the date specified in the course schedule on page 6. Each assignment must be submitted via Canvas by 11:59 pm on the submission date outlined in the course schedule. **Late work will not be graded or accepted by the system. There will be no makeup assignments.**

Excuses such as computer or internet connection failure will not be accepted as relevant. As management students, you are expected to plan in advance to avoid and cope up with any unexpected events that you think could possibly hinder your submission process. **As such, submitting your work a day before the deadline is highly recommended to manage any unforeseen circumstances.** The submission system will close after the 11:59 pm deadline.

The assignments must be completed **individually**. Cutting/copying and pasting information verbatim from different resources (including textbook and course materials) will be considered plagiarism. **Evidence of cheating or plagiarism will result in a score of “zero” amongst other possible sanctions and disciplinary actions.**

ASSIGNMENT DOCUMENT SUBMISSION INSTRUCTIONS

For each Q/A or case analysis assignment, the electronic copy of the responses (in MS Word Document or PDF format only) must be submitted via **Canvas** before midnight by the deadlines listed in the schedule on page 6. **Any work submitted after the 11:59 pm deadline will not be accepted by the system.** Follow these submission instructions:

- a. Select the respective “**Assignment**” in the **Module** folder for the week.
- b. Click the “**Submit Assignment**” button.
- c. Choose “File Upload” then select the correct file from your computer.
- d. **Make sure to hit the “Submit Assignment” button again to submit your work.**
- e. To resubmit an assignment, go back to it; follow the green arrow button on top all the way to the right and click 'new attempt' where there is a plus sign. You will see the 'Upload File' box at the bottom.

DISCUSSION BOARD SUBMISSION INSTRUCTIONS

In addition to or in lieu of quiz or document submission, the weekly assignments may require posting on the discussion board. I may raise questions related to the assigned topics. The discussion thread will be available in the **Module folder** for the week. Hit the reply button under the question thread to submit your response. **The discussion board will close on by 11:59 PM on the assignment submission deadline mentioned in the schedule on page 6.** Any response submitted after the deadline will not be graded.

You will be required to post at least one reply to each discussion thread to share your thoughts, ideas, or comments on the question, and at least one response to another colleague's response to the question. **The quality (in terms of the understanding and analysis of reading materials), communication professionalism, and courtesy will be considered in grading the response.** Your response should demonstrate that you spent sufficient time in completing all the reading assignment and forming your own personal opinion.

QUIZ INSTRUCTIONS

The quizzes will have True/False, categorization, and/or multiple-choice questions and will be open book but must be completed individually. The quiz will be posted a week before the submission due date and will only be available on Canvas in the **Module folder** until **11:59 PM on the assignment due date.** The quizzes may be timed or not. For timed quizzes, once you begin the quiz, you will have **specified time limit** to complete the quiz, and you will get only one attempt to take it. You must login and complete the quiz while it is open (after the time window expires, your quiz will be closed and you would have no access to the quiz). **The system will log you out after the specified time limit and you will not be able to submit unsaved answers. It is therefore important that you complete the readings before attempting to take the quiz, and begin the session only when you can commit the time to take it in one sitting, since you will not be able to pause once the clock starts ticking.**

TESTS: Test 1: 300 pts.; Test 2: 300 pts.)

Each test may have a combination of case analyses, short-answer questions, and/or essay questions. Follow the 'Assignment Document Submission Instructions' on page 7 to submit the tests by 11:59 pm on the submission deadlines provided in the course schedule (page 6). **The system will not accept your submission after the deadline.** Follow the assignment submission guidelines on p. 7 to submit your test via Canvas.

You may NOT consult with any other person while working on the tests. You may, however, consult the textbooks, notes, and other references such as articles and news stories. However, **all references must be cited. Evidence of cheating or plagiarism will result in a score of "zero" amongst other possible sanctions and disciplinary actions.**

GROUP PROJECT (150 pts.)

OBJECTIVE: *To allow students to work collaboratively with peers and apply the materials learned during the semester to conduct in-depth strategic analysis of a firm.*

INSTRUCTIONS:

I. The class will be divided into several groups. Each group will be assigned a company, and expected to conduct primary and/or secondary research from resources such as company websites, news articles, books, interviews, and journal articles to gather in-depth information to address the following:

1. **Background Information (10 points):** *Company history and key products and/or services*
2. **Industry Overview:** *(a) Background and development of industry, and key competitors (10 points); (b) PESTEL analysis (20 points); (c) Industry analysis (5 Forces Analysis) (20 points); (d) SWOT analysis (20 Points)*
3. **Firm Strategy (25 points):** *Business/competitive, corporate-level and other prominent strategies*
4. **Competitiveness (25 points):** *Key Drivers of competitive advantage; competitive advantage or disadvantage in competing against its rivals; strategic issues and problems that would merit front-burner managerial attention*
5. **Recommended Strategic Plan Actions (20 points):** *Top five recommendations for the company*

II. Each group will have the option to either prepare a **10-12 pages (double-spaced, 10-12 pt font) report on the project OR a 10-15 minutes presentation video** (with supporting tools in the background such as Microsoft PowerPoint or Prezi; you may use any tools such as YouTube, recorded Skype/Zoom session, or any unique presentation platform that could be viewed online or via the Media Player) to present all the important elements of the project,. The video or report submission **deadline is 11:59 pm on SATURDAY, August 05.** (Follow the assignment submission guidelines to submit your work via Canvas.) Late work will not be accepted.

III. **Cite all the references** by attaching a list of references at the end of the project report. In case of video presentation, reference list can be incorporated in the supporting presentation tool. Note that cutting and pasting information from different resources will be considered plagiarism, and will not be acceptable. **Any evidence of cheating or plagiarism will result in a zero (nonnegotiable), among other possible sanctions** (e.g. a failing grade in the course). You must be able to confirm the following regarding your work:

“All references used for this project have been appropriately cited, all the content and materials are largely paraphrased, and the content and materials that are used verbatim are cited as quotes that are put in quotation marks and appropriately referenced.”

IV. Your full involvement and participation in the group projects is required. **There are penalties for free-riding! See “Group Rules” (on page 5) for details.**

SAMPLE CONFIDENTIAL PEER EVALUATION FORM FOR GROUP WORK

Name _____

Group# _____

Unfortunately, not all members of groups make identical contributions. In order to be fair, the final group points are adjusted according to the group members' evaluations of their fellow member's contribution. Consider several factors when evaluating your group members, such as:

a. Effort/ Willingness to contribute b. Meeting of deadlines c. Quality of contribution d. Degree of cooperation with other group members

List each team member and assign a percentage grade for the contribution to the team output as follows:

- 91-100%= Normal contribution; about equal to other members.
80- 90% = Contribution was satisfactory; showed adequate willingness to contribute.
61- 79%= Contribution was average, but could have been better.
46- 60%= Contribution below average relative to other members, but showed adequate willingness to contribute.
31-45%= Contribution below average relative to other members and did not show adequate willingness to contribute.
11-30%= Contribution far below average relative to other members and did not show adequate willingness to contribute.
0-10%= No contribution and/or no willingness to contribute.

Note: Contribution scores below 80% must have written justification.

Member's Name	%	Written Justification
1.		
2.		
3.		

Self-evaluation: *(Outline your personal reflection regarding how you managed team work and attempted to meet the expectations of all team members).*

Your professor will keep the information on this form confidential. You are not required to report or share information about your individual project grade with your group members.