MGMT 479 (Hybrid)
Strategic Management

Early Fall Session 15/11
August 17 – October 10, 2015

Course Description

Culminating experience/capstone course for majors in Business Administration. Requires case/report writing and the ability to integrate materials from previous courses to analyze and resolve complete business strategic planning problems. A final grade of “C” or better must be achieved to satisfy graduation requirements.

Prerequisite: Senior status, completion of at least 33 hours of core requirements and at least six hours of upper-level courses within their identified major.

Assessment Testing:
The ETS Proficiency Profile is a test of proficiency in areas covered in your general education and foundation courses. It takes forty minutes. Both tests are nationally-standardized tests taken by thousands of students in the U.S. Columbia College uses your results and the results of every Columbia College student taking these tests to improve learning experiences in the curriculum. Your cooperation and honest effort contributes to the integrity and value of your education and are vital to the effectiveness of the Columbia College outcomes assessment program.

Class Day and Time: TUESDAY ONLY 5:00 TO 8:00 p.m.

This is a hybrid course which is defined as an online course supported by a weekly in-seat class. Our class will consist both in-seat and online instruction through various resources, discussion and homework. Please note that we will meet every week, unless otherwise noted.

You are expected to attend every class. If you know prior to the beginning of the session that you will miss more than one in-seat class, it is strongly recommended that you wait to take this course at another time.

The online portion of our course is located in D2L. You will access the course through CougarTrack.

Textbooks


Textbooks for the course may be ordered from MBS Direct:

- online at [http://direct.mbsbooks.com/columbia.htm](http://direct.mbsbooks.com/columbia.htm)
- by phone at 800-325-3252

For additional information about the bookstore, visit [http://www.mbsbooks.com](http://www.mbsbooks.com).
Course Overview

This is the culminating course for Business Administration students. This is a demanding course that will teach students how to utilize the skills they have learned during their college and professional careers. This course is about strategic management—the excitement and challenge of providing the vision, developing the mission, and implementing the strategic intent for organizations.

Each week we will focus on different aspects of strategic management, from strategic management inputs, to strategy formulation, to strategy implementations; these are reinforced and expanded in our text, *Strategic Management and Business Policy*, course notes, and case studies.

Upon successful completion of this course, you will have a complete understanding of the facets of strategic management and be able to understand top management’s decisions and organizations’ strategies, both domestically and globally.

Technology Requirements

Participation in this course will require the basic technology for all online classes at Columbia College:

- A computer with reliable Internet access,
- A web browser,
- Ability to watch an online video, such as on YouTube,
- Acrobat Reader,
- Microsoft Office or another word processor such as Open Office.

You can find more details about standard technical requirements for our courses on our site.

Course Objectives

- To integrate and apply the knowledge gained in earlier business courses.
- To develop the capacity to think strategically about an organization, its position in its industry and among competitors, and how it can gain a sustainable competitive advantage.
- To provide hands-on experience using case analyses in crafting organizational strategy, reasoning carefully about strategic options, using what-if analysis to evaluate action alternatives, and making strategic decisions.

Measurable Learning Outcomes

- Understand the factors that impact on strategic decision-making, implementation, and evaluation.
- Conduct an organizational resource-based situational analysis.
- Conduct comprehensive environmental scanning and assess the volatility of industry position.
- Develop comprehensive business strategies by identifying strategic options, policies, procedures, budgets, and timelines.
- Use “what-if” scenario analysis to evaluate action alternatives, make strategic decisions, and choose strategic options.
- Evaluate corporate competitive position and an understanding of the global marketplace and its impact on strategic analysis and planning.
- Critically evaluate strategic decisions, findings, outcomes, conclusions, and recommendations.

**Grading**

**Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>810 – 900</td>
<td>90-100%</td>
</tr>
<tr>
<td>B</td>
<td>720 – 809</td>
<td>80-89%</td>
</tr>
<tr>
<td>C</td>
<td>630 – 719</td>
<td>70-79%</td>
</tr>
<tr>
<td>D</td>
<td>540 – 629</td>
<td>60-69%</td>
</tr>
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<td>F</td>
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**Grade Weights**

<table>
<thead>
<tr>
<th>Assignment Category</th>
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<tbody>
<tr>
<td>In Class Activities</td>
<td>60</td>
<td>7%</td>
</tr>
<tr>
<td>Discussions (Online)</td>
<td>90</td>
<td>10%</td>
</tr>
<tr>
<td>Case Studies (Online)</td>
<td>200</td>
<td>22%</td>
</tr>
<tr>
<td>Strategic Team Audit Presentation (In Class)</td>
<td>50</td>
<td>6%</td>
</tr>
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<td>Strategic Team Audit Project</td>
<td>150</td>
<td>16%</td>
</tr>
<tr>
<td>Peer Evaluations</td>
<td>50</td>
<td>6%</td>
</tr>
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<td>Final Exam (Online)</td>
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<td><strong>Total</strong></td>
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**Schedule of Graded Assignments**

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<tr>
<th>Week</th>
<th>Assignment</th>
<th>Points</th>
<th>Due Online</th>
<th>Due In-Seat</th>
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<tbody>
<tr>
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<td>In Class Activity 1</td>
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<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Discussion 1</td>
<td>30</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>In Class Activity 2</td>
<td>10</td>
<td></td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Discussion 2</td>
<td>30</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>In Class Activity 3</td>
<td>10</td>
<td></td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Case Study 1</td>
<td>100</td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>In Class Activity 4</td>
<td>10</td>
<td></td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Discussion 3</td>
<td>30</td>
<td>Friday/Sunday</td>
<td></td>
</tr>
<tr>
<td>5</td>
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<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Case Study 2</td>
<td>100</td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Team Strategic Audit Assignment</td>
<td>50</td>
<td></td>
<td>In Class</td>
</tr>
<tr>
<td>7</td>
<td>Team Strategic Audit Presentations</td>
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<td></td>
<td>In Class</td>
</tr>
<tr>
<td></td>
<td>Team Strategic Audit Project</td>
<td>150</td>
<td>Sunday</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer Evaluations *</td>
<td>50</td>
<td>Sunday</td>
<td></td>
</tr>
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</table>
Assignment Overview

Readings (Before Class)

All readings and lecture review should be completed prior to coming to the in-seat portion of class. I encourage you to take advantage of the material provided in the Content area as well.

You should utilize the information from the readings and incorporate it into all assignments within the course.

In Class Activities

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate at the in-seat class in order to receive these points.

Discussions (Online)

Discussions are an integral part of this course and represent a significant portion of the final grade. Discussion activities are designed to help extend your learning into the real world and bridge the gap between theory and practice.

Discussion topics will be based on the chapter material defined in the weekly course schedule. You are encouraged to interact with your classmates in all discussions. Additional online discussion topics may be introduced as needed. You will need to post your initial response by 11:59 pm CT on Friday each week and respond to at least two classmates’ post by 11:59 pm CT on Sunday.

Although you need to respond to at least two peers, per question, I also assess the quality of your responses. “I agree,” is perfunctory, not engaging and will not receive full credit. For the benefit of all of those persons reading responses, keep your personal agendas, attitudes, and grudges in check. This course touches on some very sensitive issues and sometimes responses made in public are simply uncalled for and inappropriate. This course is not the place for you to unload the ‘chips’ on your shoulders, or rant against your peers, your professor, or any other person or group. My hope is that we don’t have those kinds of exchanges this term.

Disagreement can be healthy, but only if it’s done tactfully and constructively. Conventions of professional etiquette, which include courtesy to all students, will be observed online and the equivalent will be observed in the classroom setting. Offensive, inflammatory wording and personal attacks will not be tolerated. In a diverse population as these classes are, we cannot force our personal values and beliefs on others. Civility and sensitivity are expected in all our communications.

Case Studies (Online)

There are two case studies, and each requires a written paper. Each case study will include a synopsis; identification of the organization’s resources, capabilities, and core competencies; and three findings of fact. Each finding of fact will require a justified recommended solution. I expect the student to support their recommended solutions with rational thought learned from the course material, other courses, and real-life experiences. Late submission will result in the paper’s grade being reduced by 10 points. Each paper is worth 100 points.
Each paper will be placed in the D2L Dropbox by 11:59 pm CT on Sunday of the appropriate week.

Team Strategic Audit Assignment and Presentation (In Class)

Each member of the class will be assigned to a team consisting of 3-5 members for the written Team Developed Strategic Audit Assignment. The grading for this assignment will be based on the assessment of the annual reports, an in-depth strategic analysis, and the formulation of a strategic plan for the selected company. You will submit an executive summary presenting, in detail, your recommendations for the company’s best strategic course(s) of action, including implementation and evaluation and control phases. This project will be submitted immediately following your presentation in class.

The Power Point presentation portion of the assignment will include recommendations supported by analyzing the company within the confines of the case study data, course material integration, and consensus of the team as to the company's recommended best strategic course(s) of action. Additionally, you will submit an executive summary presenting, in detail, your recommendations for the company’s best strategic course(s) of action, including implementation and evaluation and control phases.

Final Exam (Online)

The instructor will provide the final examination question relative to the Case Study assigned by Friday of Week 7. Final examinations must be submitted by 11:59 pm CT on Saturday, the last day of the course, or the final examination's grade will be a zero.

No late submissions of the final examination will be accepted or assessed. The final examination will be placed in the D2L Dropbox.

Course Schedule

Week 1: Basic Concepts of Strategic Management; Corporate Governance

Readings (Before Class)

- Chapter 1
- Chapter 2
- Instructor notes and addendum

In Class Activity 1

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Discussion 1 (Online)

Based on the Case Study "Burger King," Case 18, starting on page 18-1, complete the following requirements:

- Utilizing the Week 1 Addendum, identify Burger King’s resources, capabilities, and core competencies
- Provide three findings of fact. You are not required to provide recommendations and justifications for these findings of fact.

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least two classmates’ posts by 11:59 pm CT on Friday.
Week 2: Social Responsibility and Ethics in Strategic Management; Environmental Scanning and Industry Analysis

Readings (Before Class)
- Chapter 3
- Chapter 4
- Instructor notes

In Class Activity 2
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Discussion 2 (Online)
Based on the Case Study "Dell Inc.: Changing the Business Model" Case 32, starting on page 32-1, complete the following requirements:
- Write a complete synopsis
- Utilizing the Week 1 Addendum, identify their resources, capabilities, and core competencies
- Write one finding of fact, with a fully justified recommendation/justification

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least one classmates’ posts by 11:59 pm CT on Friday.

Week 3: Internal Scanning: Organizational Analysis; Strategy Formulation: Situation Analysis and Business Strategy

Readings (Before Class)
- Chapter 5
- Chapter 6
- Instructor notes

In Class Activity 3
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Case Study 1 (Online)
The case study: “Panera Bread Company (2010): Still Rising Fortunes?” Case 16 starting on page 16-1, will include a synopsis; using the Week 1 Addendum, identification of their resources, capabilities, and core competencies; and three findings of fact. Each finding of fact will require a justified solution, each a minimum of one page each. Support your recommended solutions with rational thought learned from the course material, other courses, and real-life experiences. Late submission will result in the paper’s grade being reduced by 10 points. The paper will be double-spaced and will not exceed 10 pages in length.

Your response is due by 11:59 pm CT on Sunday.

Week 4: Strategy Formulation: Corporate Strategy; Functional Strategy and Strategic Choice

Readings (Before Class)
- Chapter 7
- Chapter 8
In Class Activity 4
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Discussion 3 (Online)
Based on the Case Study “Best Buy Co. Inc.: Sustainable Customer Centricity Model?” Case 22, starting on page 22-1, complete the following requirements:

- Utilizing the Week 1 Addendum, identify their resources, capabilities, and core competencies
- Write two findings of fact, with a fully justified recommendation/justification

Your initial post is due by 11:59 pm CT on Friday. You must respond to at least two classmates’ posts by 11:59 pm CT on Friday.

Week 5: Strategy Implementation: Organizing for Action; Staffing and Directing

Readings (Before Class)
- Chapter 9
- Chapter 10
- Instructor notes

In Class Activity 5
During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.

Case Study 2 (Online)
The case study: “Groupon Inc.: Daily Deal or Lasting Success?” Case 11, starting on page 11-1, will include a synopsis and three findings of fact. Each finding of fact will require a justified solution, each a minimum of one page each. Support your recommended solutions with rational thought learned from the course material, other courses, and real-life experiences. Late submission will result in the paper’s grade being reduced by 10 points. The paper will be double-spaced and will not exceed 10 pages in length.

Your response is due by 11:59 pm CT on Sunday.

Week 6: Evaluation and Control; The Team Developed Strategic Audit Assignment

Readings (Before Class)
- Chapter 11
- Chapter 12
- Instructor notes

Team Strategic Audit (In Class)
You will be meeting with your teammates to start the team strategic audit assignment. The team will need to meet several times before the submission of the assignment during Week 7. This will take coordination for all teammates since schedules may be difficult to accommodate.

You will be developing strategic options for “Under Armour” Case 20. You will use the strategic audit using your text (Figure 12-1, page 342, and Appendices 12.B and C, pages 347-357) to assist in the preparation of the power point presentation and executive summary.
You will submit a Power Point presentation that addresses each of the following:

- Their Current Situation (1 power point slide)
- Strategic Managers (1 power point slide)
- External Environment (1-2 power point slides)
- Internal Environment (2-3 power point slides – including their resources, capabilities and competencies)
- Analysis of Strategic Factors (1 power point slide)
- Strategic Alternatives and Recommended Strategy (2-3 power point slides)
- Implementation (2-3 power point slides)
- Evaluation and Control (1-2 power point slides)

You also will submit an executive summary, discussing in detail, your strategic alternatives and recommended strategy, the implementation phase of the recommended strategy, and the evaluation and control phase of the strategy. The executive summary will not exceed 10 pages.

**Peer Evaluation (Online/In Class)**

Each team member will be evaluated by his/her teammates and will give each team member a score for their value to the team. The instructor will be emailing you the form. You will be giving your teammates rankings based on: participation in team meetings, quality of preparation, skills in analysis, overall knowledge of company operations, ability to make decisions, caliber of contribution, contribution to the strategic project, and carried appropriate work load as required by strategic business plan assignment. Your instructor may allow you to submit the peer evaluation online or during the in-seat class.

The team will be evaluated (up to 150 points) for the Team Developed Strategic Audit Project and (up to 50 points) for the presentation. Each member of the team will be evaluated by his/her teammates (up to 50 points) based on their total effort in the development of the plan. The total points available for this portion of the course are 250.

**Week 7: The Team Developed Strategic Audit and Submission**

**Readings (Before Class)**

- Review all previous chapters
- Instructor notes

**Team Strategic Audit (In Class)**

Your team will present on the results of your strategic audit and complete your Peer Evaluations. PowerPoint files should be submitted by one member of the team in the appropriate Dropbox folder so it can be reviewed by 11:59 pm CT on Sunday.

**Week 8: Retention Management**

**Readings (Before Class)**

- Review all previous chapters
- Instructor notes

**In Class Activity 6**

During the in-seat portion of our class, we will have various discussions and activities that will be graded. You must be present and actively participate in the in-seat class in order to receive these points.
Final Exam (Online)

The instructor will provide the final examination question relative to the Case Study assigned by Friday of Week 7. Final examinations must be submitted by 11:59 pm CT on Saturday, the last day of the course, or the final examination's grade will be a zero.

No late submissions of the final examination will be accepted or assessed. The final examination will be placed in the D2L Dropbox.

Course Policies

Student Conduct

All Columbia College students, whether enrolled in a land-based or online course, are responsible for behaving in a manner consistent with Columbia College's Student Conduct Code and Acceptable Use Policy. Students violating these policies will be referred to the office of Student Affairs and/or the office of Academic Affairs for possible disciplinary action. The Student Code of Conduct and the Computer Use Policy for students can be found in the Columbia College Student Handbook. The Handbook is available online; you can also obtain a copy by calling the Student Affairs office (Campus Life) at 573-875-7400. The teacher maintains the right to manage a positive learning environment, and all students must adhere to the conventions of online etiquette.

Plagiarism

Your grade will be based in large part on the originality of your ideas and your written presentation of these ideas. Presenting the words, ideas, or expression of another in any form as your own is plagiarism. Students who fail to properly give credit for information contained in their written work (papers, journals, exams, etc.) are violating the intellectual property rights of the original author. For proper citation of the original authors, you should reference the appropriate publication manual for your degree program or course (APA, MLA, etc.). Violations are taken seriously in higher education and may result in a failing grade on the assignment, a grade of "F" for the course, or dismissal from the College.

Collaboration conducted between students without prior permission from the instructor is considered plagiarism and will be treated as such. Spouses and roommates taking the same course should be particularly careful.

All required papers may be submitted for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers may be included in the Turnitin.com reference database for the purpose of detecting plagiarism. This service is subject to the Terms and Conditions of Use posted on the Turnitin.com site.

A plagiarism tutorial is located in the content area of the D2L website. Additionally, work that was completed in a prior course and submitted in the current course will not be accepted.

Non-Discrimination

There will be no discrimination on the basis of sex, race, color, national origin, sexual orientation, religion, ideology, political affiliation, veteran status, age, physical handicap, or marital status.

Disability Services

Students with documented disabilities who may need academic services for this course are required to register with the Coordinator for Disability Services at (573) 875-7626. Until the student has been cleared through the disability services office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus before
enrolling in the course. The structure or the content of the course may make an accommodation not feasible.

**Attendance Policy**

Attendance for a week will be counted as having submitted a course assignment for which points have been earned during that week of the session or if the proctoring information has been submitted or the plagiarism quiz taken if there is no other assignment due that week. A class week is defined as the period of time between Monday and Sunday (except for Week 8, when the week and the course will end on Saturday at midnight). The course and system deadlines are all based on the Central Time Zone.

**Email**

All students are provided a CougarMail account when they enroll in classes at Columbia College. You are responsible for monitoring email from that account for important messages from the College and from your instructor. You may forward your Cougar email account to another account; however, the College cannot be held responsible for breaches in security or service interruptions with other email providers.

Students should use email for private messages to the instructor and other students. The class discussions are for public messages so the class members can each see what others have to say about any given topic and respond.

**Late Assignment Policy**

A hybrid class requires regular participation and a commitment to your instructor and your classmates to regularly engage in the reading, discussion and writing assignments. Although most of the communication for this course is asynchronous, you must be able to commit to the schedule of work for the class for the next eight weeks. You must keep up with the schedule of reading and writing to successfully complete the class.

**Course Evaluation**

You will have an opportunity to evaluate the course near the end of the session. A link will be sent to your CougarMail that will allow you to access the evaluation. Be assured that the evaluations are anonymous and that your instructor will not be able to see them until after final grades are submitted.

**Additional Resources**

**Orientation for New Students**

This course is offered online, using course management software provided by Desire2Learn and Columbia College. The Student Manual provides details about taking an online course at Columbia College. You may also want to visit the course demonstration to view a sample course before this one opens.

**Technical Support**

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Helpdesk, or the D2L Helpdesk for assistance. Contact information is also available within the online course environment.
Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing.

Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack under Students->Academics->Academic Resources.