



COURSE SYLLABUS – MGT 465
Strategic Management (3 credit hours) CRN 20153, SEC 1
Thursday– 3:30pm-6:00pm – Rahall 103
Spring 2019

Instructor: Angela Addair, MBA, ABD

Title: Assistant Professor of Business

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Office Hours: Tuesdays 12:30pm-2:00pm, Wednesdays 12:00pm-2:00pm, Thursdays 12:30pm-2:00pm Or By Appointment

Office Location: Rahall 225

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Text, Materials, and Technology Required

- Strategic Management: Creating Competitive Advantage (7th Edition), Dess, Lumpkin, Eisner, and McNamara. McGraw-Hill, ISBN# 978-07-786252-7
- Blackboard
- CapSim
- Microsoft Excel, Word, & PowerPoint

Prerequisites:

Completion of the Business Core, exceptions are MGT 430 and BGEN 440, which can be taken simultaneously with the course.

Catalog Description: An examination of the managerial decisions and actions that determine the long-term performance of a corporation. Emphasizes the evaluation of environmental opportunities and constraints in light of a corporation's internal strengths and weaknesses. Emphasis is placed on integrating previous coursework into meaningful corporate, business, and functional strategies. Students should plan to take this course in the last semester of their graduating year. Note: This course is restricted to students who have been accepted into a business student status or who are in Concord academic programs that have made prior arrangements to include these courses in their curriculum requirements.

Concord University Educational Goal(s)

Provide all students in the business program with a fundamental knowledge of the knowledge and skills related to developing and implementing strategies to successfully manage firms in a competitive environment.

Learning Outcomes:

Overall Goal: Students will be able to explain how to successfully manage a business in a competitive Environment.

They should be able to demonstrate this through two distinct sets of activities:

1. For a real firm
 - Students will join into groups, select an industry, and then each group member will select a firm within that industry
 - Individuals will conduct research on their firm and industry and respond to prompts asking them to evaluate the firm's situation and / or make recommendations regarding what the firm could do in the future to maintain /improve its performance
 - The issues with relying solely on this approach are two-fold.
 - First, much of the information and insight related to company situations and decisions is non-public which limits the ability to fully explore the issues
 - Second, this approach does not provide any "hands on" experience in operating a business in a competitive environment.
2. Simulated business environment (CapSim)
 - Each student will assume the role of CEO or their own firm and compete against firms operated by other students and by computers.
 - Students will be expected to:
 - Explain the operations of the firm they are leading, the decisions to be made, the cost, benefit and consequences of those decisions, and how they are executed.
 - Explain the expectations of their shareholders as reflected in balanced scorecard metrics, discuss the trade-offs implied by these metrics, calculate and monitor their performance against these metrics, and discuss decisions they have made in the context of these metrics
 - Explain the specific preferences of their different customer segments and what this entails about what they must do in order to be competitive in each segment.
 - Explain the strategies available to them to compete with other firms for customers, what each strategy entails about how they would approach each customer segment and the likely outcome from taking the prescribed approach for a given segment.
 - Describe the strategies employed by competitors in your industry and
 - how those are reflected in publicly available information.
 - Decide on a strategy for their business; explain the strategy and what that entails about how they will approach each customer segment, and describe how they believe the strategy will perform with respect to the balanced scorecard.
 - Execute their strategy, be prepared to discuss the lessons learned from executing the strategy, and modify the strategy as appropriate in light of changes in the competitive environment.

In the process, students can expect to develop the following Soft skills:

- Independently research history, current news and financial information for public firms to gather information on their customers and products, industries and competitors, and challenges and strategies.
- Develop cause & effect hypotheses related how certain strategies and tactics will benefit firms and defend those hypotheses.
- Work well with others in a group effort, in whatever capacity best serves the group.
- Effectively explain the rationale underlying strategic decision-making methods in your own words so that those who are not familiar with the concepts are able to understand them.

Course Requirements:

I teach the class using a Flipped Classroom teaching approach. The primary requirement for this approach to succeed is that students properly prepare in advance of each class. Information regarding required preparations will be posted on Blackboard at least two school days prior to class. It is the responsibility of each student to check Blackboard regularly, and prepare properly for class. If a student has issues that are preventing them from preparing properly or from participating in class, it is that student's responsibility to notify me of the issue at least 1 school day prior to class so that I can help resolve the issue if possible. I will regularly assess each student's preparedness for class and participation in class activities, and will consider this in determining a final class participation grade.

Grading Policy and Scale, Make-up Policy, Late Work:**Course Assessments will include:**

- Quiz on product & business level strategies (Ch. 2, 3, 5) 12pts
- Quiz on alternative strategic contexts (diversification, international, entrepreneurial) (Ch. 6,7,8) 12 pts
- ETS Exam 6 pts
- Pros/Cons 2.86 pts
- 2 Debrief Checklists 2.86 pts each
- Competitor analysis 2.86 pts
- Self Strategy 2.86 pts
- Jet Blue w/ discussion 2.86 pts
- Discussion questions 2.86 pts
- Discussion questions / case study (5 points)
- 2 practice quizzes for CompXM (5 points each)
- Practice Simulations + 2 brief presentation (5 points each)
- Competition Simulation + 1 brief presentation (15 points)
- CompXM (10 points)

NOTE: I will regularly assess not only attendance but adequate preparation to contribute to the class. Students who do not attend and have not made acceptable prior arrangements with me will not receive any points for that day as class activities cannot be made-up unless arrangements have been made prior to the absence.

Final grades will be determined by summing all points, rounding to the nearest integer and determining a letter grade using the following scale:

90-100 points = A	60-69 points = D
80-89 points = B	<60 points = F
70-79 points = C	

While I encourage students to collaborate in discussing concepts and preparing for class, I still expect each student to do their own work in completing assessments. If I find a student to have plagiarized the

work of others on an assessment, the student will receive an automatic F in the course. Similarly, if I find that a student has assisted another student in plagiarizing on an assessment that student will receive an automatic F in the course. I will post due dates for assessments to Blackboard at least one week in advance of the due date of the assessment, including a date and time. I will accept late submissions with no consequence if the student has made acceptable prior arrangements with me prior to the due date for an excused absence. Otherwise, I will not accept late work. In general, I do not allow “make-up” work. If a student fails to submit an assessment, they will simply receive no points for the assessment, with no option to make up the grade through some other task, assignment or assessment.

Course Timeline (Schedule of Assignments/Assessments/Presentations):
I anticipate that Assessments will be due as follows:

- Week 1 – Overview of Syllabus, capsim, class expectations, etc.
- Week 2- Overview of Capsim
- Week 3 - Practice Simulation 1 Begins
- Week 4 - Capsim
- Week 5 - Quiz on product & business level strategies (Ch. 2, 3, 5)
- Week 6 - CompXM Practice Quiz 1
- Week 6-7 - Practice Simulation Presentation 1
- Week 7- Practice Simulation 2 Begins
- Week 8 – Capsim
- Week 9 – ENJOY SPRING BREAK !!!!
- Week 10 - Quiz on alternative strategic (Ch. 6,7,8)
- Week 10 - CompXM Practice Quiz 2
- Week 11 - Practice Simulation Presentation 2
- Week 12 – Competition Simulation Begins
- Week 13- Capsim
- Week 14-15 – Competition Simulation Presentation
ETS Exam (date/location will be announced)
- Week 16 – CompXM exam (final)

In addition to these assessments, student will be responsible for completing weekly activities in the CapSim on-line business simulation every week from week 3-14.

Additional assignments that will be completed as assigned in class as the instructor assigns them:

- Pros/Cons
- 2 Debrief Checklists
- Competitor analysis
- Self Strategy
- Jet Blue w/ discussion
- Discussion questions

*I reserve the right to modify this schedule as circumstances dictate over the course of the semester

1. **General policies for maintaining a productive learning environment.** *All of these policies are just plain good manners and all are expected behaviors of employees by ALL employers.*
 - **Please keep all cell phones on silent during class and no electronics need to be utilized in this course**
 - **Laptops in class are permitted, in fact, encouraged** to facilitate better note taking and completion of work. However, individuals who are using their laptops for other activities rather than what is directly related to class **will be asked to NOT bring their laptops to future class sessions.**
 - **Students who disturb the learning environment** by talking, whispering, laughing, making motions to fellow students, ignoring the computer laboratory rules, placing their feet on desks, sleeping, or other types of nuisances, are a distraction not only to the instructor but to their fellow students, and will be corrected.
 - **Division of Business -- General Expectations of Students.** All students enrolled in the Division of Business at Concord University will have an attitude and demeanor that demonstrates a real commitment to the learning process. You will adhere to the expectations developed by the Division Faculty while in class and while representing the Division of Business and Concord University. A complete list of these expectations can be found displayed on Division bulletin boards and the Division website -- <http://www.concord.edu/academics/business/current-students/policies>

2. **Late Assignments:** In order to be fair to students who get their assignments in on time and to keep my schedule, **no late assignments will be accepted.** Please do not ask for an exception to this policy except in extreme circumstances. All homework assignments will be due by the beginning of class. If you know that you are going to be absent for class, you may submit your homework prior to class.

3. **Academic Dishonesty:** It is the policy of this instructor to follow the guidelines for academic dishonesty as specified in the university academic catalog and to follow the University Honor Code.

4. **Special Assistance:** Concord College is committed to responding to the needs of students with disabilities as defined by the Americans with Disabilities Act (ADA). Please inform your instructor at the beginning of the class semester if you have a disability and are requesting accommodations. It is your responsibility to self-disclose that you are requesting accommodations. The University and instructor will provide you with a reasonable accommodation. You should register with CU's Disability Services Office, located in the Athens campus Jerry and Jean Beasley Student Center, Bottom Floor, across from the Campus Post Office. The Disability Services Office phone is 304-384-6086. Concord University's Protocol and Procedures for Serving Students with Disabilities as covered under Section 504/ADA can be accessed at <http://www.concord.edu/parents-visitors/ada-campus-access-plan>

5. **Academic Resources:** The Academic Success Center is ready to assist any student with academic or personal concerns, tutoring, study skills, time management, and much more. The Academic Success Center is located in Suite 243 (Atrium) of the Rahall Technology Center. Students can stop by the ASC Monday through Friday, 8:00 am until 4:00 or by appointment. The ASC may be reached by calling (304) 384-6074, (304) 384-6298, or asc@concord.edu. Website: <http://hub.concord.edu/academicsuccess/>

6. Concord University Honor Code

A Concord University Honor Code was approved by students, staff, faculty, administration, and the CU Board of Governors. The Code states:

"As a member of the Concord University Community I will act with honesty and integrity in accordance with our fundamental principles and I will respect myself and others while challenging them to do the same."

The Honor Code is intended to unite the Concord community behind a culture of honesty, integrity, and civility.

The drop-in tutoring schedule is posted online: <https://apps.concord.edu/tutoring/>. Smarthinking—online, and on-demand tutoring—is available on Blackboard at elearn.concord.edu.

Please review the following websites, which may be useful to you.

The inclement weather schedule: <http://www.concord.edu/emergency-alerts>

The Beckley inclement weather schedule:

http://www.concord.edu/userfiles/files/emergency/HEC_Inc_Weather_Schedule.pdf

Concord University encourages everyone to register to receive instant emergency text message alerts via cell phones and/or email alerts: <http://sms.concord.edu/>

“General Expectations of Business Students” and the “If Students Miss an Exam Policy”

<http://www.concord.edu/academics/business/current-students/policies>

The Division of Business Mission statement and reference to the Division of Business homepage:

<http://www.concord.edu/academics/business/>

The university Honor Code and Mission statement,

www.concord.edu/userfiles/files/Academics/StudentHB2010-2012.pdf (page 4)

Sexual Harassment & Assault

Federal law, Title IX, and Concord University policy prohibits discrimination, harassment, and violence based on sex and gender (Including sexual harassment, sexual assault, domestic/dating violence, stalking, sexual exploitation, and retaliation). If you or someone you know has been harassed or assaulted, you can receive confidential counseling support through the Concord University Counseling Center (304-384-5290). Alleged Violations can be reported non-confidentially to the Concord University Title IX Coordinator at 304-384-6327 or titleix@concord.edu. Reports to Campus Security can be made at (304-384-5357). As an employee at Concord University, I am a mandatory reporter which means I must report any sexual misconduct I am made aware of. This includes verbal or written (such as in an assignment) disclosures of sexual harassment or sexual assault.