Course Syllabus
MGT 517.022 Spring 2020
Business Policy and Strategy

Professor: Dr. Elton Scifres
Office: BU 403L
Telephone: 468-1690 (cell: 936-615-6417)
E-mail: escifres@sfasu.edu
Office Hours: W 9:30-11:30, 1:00-4:00; TTH 9:00-11:00; 1:45-2:15

I am always accessible after class and via e-mail. I will make appointments outside my posted office hours if needed.

Course Description:
A study of strategy formulation and implementation emphasizing the integration of decisions in the functional areas in light of external conditions and forces to achieve organizational objectives.

Program Learning Outcomes:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses in the Curriculum Management Handbook at: http://www.sfasu.edu/academics/colleges/business/welcome/faculty-resources

Student Learning Outcomes:
The student will be able to:

- Discuss business and strategic management processes and their application in contemporary organizations.
- Apply knowledge of strategic management processes to solve "real world" situations.
- Critically read, interpret, and analyze real world business cases.
- Prepare written analyses of business cases.

Text and Materials:
There is no required textbook for this course. Required readings will be available to students in an on-line course pack. Information about accessing the course pack will be given in class.

Course Policies:

1. Attendance: Excessive absences will have a detrimental impact on your participation grade unless they are excused. A student who has two unexcused absences will earn no
more than a D in participation - regardless of participation levels. However, coming to class regularly will not help if the student is unprepared to discuss the material.

2. Assignments: All assignments should be turned in to the appropriate drop box in D2L prior to the deadline. Missed assignments will be given a grade of zero unless excused by the professor.

3. Student Responsibilities and Time Requirements: It is the responsibility of each student to keep up with all readings and assignments and to come prepared to each class meeting. Each week students will need to read the assigned articles and cases, write comments on the readings (ah hahs and muddies) and answer case questions. The general rule of thumb is that students should spend approximately nine hours outside of class for a three hour course. I would estimate this to be a minimum for this class. There will also be a team case project that will require additional time.

**Grading Policy:**

1. Grading Components:
   - Class Participation: 100 points
   - Case Questions: 100 points
   - Exams: 500 points
   - Team Case Project:
     - Written Case: 200 points
     - Presentation: 100 points
   - Total: 1000 points

2. Class Participation: This class will be centered primarily around class discussion (not lecture). Participation is central to your learning experience and will be graded. Class discussion will be based on the assigned readings (articles and D2L modules) and cases. You will be asked to turn in a weekly assessment of the assigned readings (“aha’s” and “muddy points”) and these will be part of your participation grade. Each week you will be graded on a 0-4 point scale. Two of the points will be associated with the reading assessments (ah hahs and muddies) and two points with the quality of your class discussion.

3. Case Questions: Questions related to the cases or other readings will be assigned on a regular basis. Answers should be typed and turned in to the appropriate drop box before the assigned deadline. Late answers will not be permitted. Students missing class for any reason (excused or unexcused) are responsible for getting and turning in assignments.

4. Exams – Two exams will be administered. The first will require you to demonstrate your knowledge of the conceptual material covered in class and will be given following
the completion of that material. The second will require you to apply the conceptual material to a case and will be given during the regular final exam time. Each exam will be worth 200 points.

5. Team Case Project – Working as part of a team, students will be expected to write and analyze a comprehensive case from a strategic management perspective. This project will allow the student to become intimately familiar with a real world situation and then apply the knowledge gained in this and other classes to that situation. This is designed to help students think logically and clearly as well as strategically about a company and its business context. Part of the project will include making a presentation to a team of outsiders.

**Course Calendar:**

**Jan. 27**  
Introduction to Course/ The Strategy Process

**Feb 3**  
The Concept of Strategy/ Organizational Direction  
Readings: Modules 1-3


Case: Patagonia

**Feb. 10**  
Writing and Analyzing a Case/Group Formation  
Readings: Module 4


Case: Diagnostic Dental

**17**  
The Internal Environment – Resources and Capabilities  
Readings: Module 5


Case: Lego (A): The Crisis
The External Environment/Global Strategy
Readings: Module 6

Case: Chinese Fireworks Industry.

March 2 Global Strategy Cont.
Case Synopsis Due
Case Discussion

Business Unit Strategy
Readings: Module 7


Spring Break

Corporate Strategy
Readings: Module 8


Strategy Implementation - Organizational Design
Readings: Module 9

Mini-Case: Acme & Omega
April 6  Strategy Implementation – Leadership and Politics


Mini-Case: Upstage Theater

13  Exam 1

20  Case Discussion

27  Case Project Due
    Formal Case Presentation

May 4  Final Exam Case Due

Academic Integrity (A-9.1)
Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

Definition of Academic Dishonesty
Academic dishonesty includes both cheating and plagiarism. Cheating includes but is not limited to (1) using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class; (2) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are (1) submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one's paper without giving the author due credit.

Please read the complete policy at http://www.sfasu.edu/policies/academic_integrity.asp

Withheld Grades Semester Grades Policy (A-54)
Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which
they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

**Students with Disabilities**
To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).