STEPHEN F. AUSTIN STATE UNIVERSITY
COURSE SYLLABUS
Summer 2024

MGMT 5317.720 – Strategic Management
Summer 1 2024 – June 3– July 5 (hybrid)
Mon/Wed 6:00pm – 9:55p.m.; BUSI 458
*This class was formerly known as MGT 517.

INSTRUCTOR INFORMATION
Instructor: Dr. Raymond Jones
Office: 403-N in McGee Business Building
Office Phone: 936-468-1893
Dept. Phone: 936-468-4103
Email: raymond.jones@sfasu.edu
Office hours: By Appointment
Department: Management and Marketing
College: The Nelson Rusche College of Business

The primary means to get in touch with me is via raymond.jones@sfasu.edu
I will be posting announcements through the news feed on D2L, so you might want to set it up so that those
announcements are forwarded to where ever it will be easiest to check. Ideally, students should check D2L daily
for emails, announcements, etc.
Again, the quickest way to get communicate with me is through your “Jacks” email.

<table>
<thead>
<tr>
<th>Zoom Etiquette</th>
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<tbody>
<tr>
<td>• The Golden Rule: Behave on Zoom just as you would in a face-to-face class setting.</td>
</tr>
<tr>
<td>• Students are expected to have their cameras turned on during class lecture. The professor reserves the right to remove students who have their camera turned off for long periods of time.</td>
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<tr>
<td>• Students should put their microphone on mute except when they are talking.</td>
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<tr>
<td>• Students should not have a distracting background whether it is a real or virtual background.</td>
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<tr>
<td>• Students should find a table, desk, or chair to sit at during class rather than sitting on their beds.</td>
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<tr>
<td>• Students should dress as if in class.</td>
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<tr>
<td>• Students should ask questions if they don’t hear something or are unclear of something.</td>
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<tr>
<td>• Students should participate in the class discussion just as if they were sitting in the classroom.</td>
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<tr>
<td>• The professor may not be able to see all chat comments so please let the professor know if a fellow student has posted in chat.</td>
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COURSE DESCRIPTION:
A study of strategy formulation and implementation emphasizing the integration of decisions in the functional areas considering 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 master’s program at https://www.sfasu.edu/docs/college-of-business/plo-mba.pdf.

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 analysis of businesses cases.

TEXTBOOK
The **REQUIRED** materials for this course are:

*Harvard Business Publishing Coursepack.*  See the newsfeed on the D2L/Brightspace website for information on how to purchase. The cost of the coursepack is $46.80. Here is the link: https://hbsp.harvard.edu/import/1178470

The **OPTIONAL** textbook for this class is:

<table>
<thead>
<tr>
<th>Graded Content</th>
<th>Points Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2 @ 100 pts each)</td>
<td>200</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>25</td>
</tr>
<tr>
<td>Team Roles</td>
<td>25</td>
</tr>
<tr>
<td>Individual Case 1</td>
<td>100</td>
</tr>
<tr>
<td>Individual Case 2</td>
<td>100</td>
</tr>
<tr>
<td>What is Strategy Project (4 Parts)</td>
<td>200</td>
</tr>
<tr>
<td>What is Strategy Presentation</td>
<td>50</td>
</tr>
<tr>
<td>Participation</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>800</strong></td>
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</table>

**Team project. All team based points are subject to peer evaluation. Individual grades may vary as a function of peer evaluation.**

All grades will be weighted on a straight scale as follows:
Course Grading Scale –

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
<th>Grade</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90%</td>
<td>720</td>
<td>B</td>
<td>80%</td>
<td>640</td>
</tr>
<tr>
<td>C</td>
<td>70%</td>
<td>560</td>
<td>D</td>
<td>60%</td>
<td>480</td>
</tr>
<tr>
<td>F</td>
<td>&lt;60%</td>
<td>420</td>
<td></td>
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Notes:
1. Grading curves will **not** be given for assignments or exams. Grades will also **not** be rounded up
for any circumstances.
2. Extra credit will not be given on an individual basis for any reason. That being said, there may be opportunities for extra credit throughout the semester offered to the entire class to be determined and administered as the instructor sees fit.
3. Late assignments will not be accepted for any reason. (See section discussing exceptions)
4. Students will also not be able to redo assignments for credit.

EXAMS, CASE QUIZZES, AND IN-CLASS ACTIVITIES

Exams
A mid-term and a final exam will be given during the semester to ensure students understand the course-related material and to serve as a measure of their performance in the course. Exams will consist true/false, multiple choice, short answer, and essay questions. Exams will consist of material covered in class lectures/discussion as well as information from the lectures, handouts, powerpoint slides, cases, videos, articles, and any other course-related material. Exams are closed notes and closed book. Students may opt to take a traditional hard-copy exam in the classroom only. Value: 100 points each.

Participation - Discussion
Graduate students are expected to be prepared for class by reading all assigned cases and articles BEFORE class. It is believed that students learn better when there is an exchange of ideas that are supported with facts rather than simply opinions.

The participation grade is a subjective grade assigned by the professor and will be based on the level of participation in our class discussion of topics. Attributes that will be assessed include:
- **Attendance** – it is hard to participate if you are not there.
- **Visibility** – we need to be able to see you. So have your camera turned on and have your face visible (not just the top of your head).
- **Quantity and Quality** – how often do you participate and how insightful is your contribution. Quality and relevance of comments will receive greater consideration than sheer volume.
- **Preparedness** – have you read the assigned articles/cases and are able to discuss them.

The goal here is to create an environment where each person is both student and teacher.

Individual Cases
You will be assigned two individual cases to help us explore the strategic analysis, formulation, and implementation process.

What is Strategy Team Project & Presentation
For this assignment, you and your team is required to assume the role of the CEO. As the CEO of the company, you need to develop a vision and a corporate-level strategy for the corporation. This needs to be justified via a strategic analysis of the relevant internal and external environment. The following is a detailed description of the format of your final report. These are the minimum requirements to make your assignment qualify as “acceptable.” *You need to demonstrate full comprehension of your responsibilities and role as a CEO, in addition to creativity and polish in your submitted work* to earn higher grades.
Peer Evaluation – Team members will complete performance evaluations of fellow team members while working on the project. **Team member have the ability to lower a team member’s score.** This is intended to ensure that team members are doing their part of the team project.

**Teamwork and Leadership Project**
Students will do two small projects related to teamwork and leadership. The goal is to help you develop your own leadership and teamwork skills.

**OUTSIDE OF CLASS WORK EXPECTATIONS:**
Student’s Responsibility & Time Requirements: The student should come to class prepared to discuss the assigned cases, articles, and/or other readings. The reading assignments and written reports can require between 3 to 6 hours a week outside of classroom hours.

**MAKE-UP POLICY:**
You may make up an exam and you should try to contact the instructor in advance of the exam.

**DESIRE2LEARN AND ONLINE ACCESS:**
The course materials for MGMT 5317 will be posted on BrightSpace(D2L). All course material communicate with students (via announcements), information and grades will be on BrightSpace. Students are strongly urged to check BrightSpace at least once every 24 hours.

If you experience difficulty accessing the course, please contact the Help Desk /Tech Support at (936) 468-1919 from 8:00am to 5:00pm or via email at d2l@sfasu.edu. Help for students is available online through http://www.sfasu.edu/sfaonline/ -- just look for the link to “D2L Support & Tutorials” on the left-hand side.

**SFA ACADEMIC INTEGRITY POLICY: (University Policy 4.1)**
Academic integrity is the responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways, including instruction on the components of academic honesty and 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/student-academic-dishonesty-4.1.pdf.

If you engage in academic dishonesty related to this class, you will receive a grade of zero on the test or assignment. The professor reserves the right to assign the student a **failing grade in the course.** In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy
is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

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 promptly may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

WITHHELD GRADE POLICY (University Policy 5.5)
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 coursework 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 to compute the grade point average. For additional information, go to https://www.sfasu.edu/policies/course-grades-5.5.pdf.

ATTENDANCE (Zoom)
Attendance will be taken each class period. Note, all meetings will be conducted via Zoom. Students who enter class 15 minutes or later after the start of class will not be considered present. It is the student’s responsibility to make sure they are marked as present. There is no penalty for missing class other than missing the content of the lectures or missing points for an in-class activity.

PROFESSIONAL CONDUCT (University Policy 10.4)
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/ inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

Mental Health and Wellness
SFA values students’ mental health and the role it plays in academic and overall student success. SFA provides a variety of resources to support students’ mental health and wellness. Many of these resources are free, and all of them are confidential.

On-campus Resources:
SFA Counseling Service www.sfasu.edu/counselingservices
Health and Wellness Hub (corner of E. College and Raguet) 936.468.2401
SFA Human Services Counseling Clinic  www.sfasu.edu/humanservices/139.asp Human Services, Room 202
936.468.1041

Crisis Resources:
Burke 24-hour crisis line: 1.800.392.8343S
National Suicide Crisis Prevention: 9-8-8
Suicide Prevention Lifeline: 1.800.273.TALK (8255) Crisis Text Line: Text HELLO to 741-741

OTHER
The instructor reserves the right to amend the syllabus as necessary due to unforeseen circumstances. In the event the syllabus is amended, students will be appropriately notified.

Continued enrollment in this course constitutes student’s acceptance of the policies in this syllabus.
# TENTATIVE COURSE SCHEDULE**

**SUMMER 2024**

<table>
<thead>
<tr>
<th>Date*</th>
<th>Topics, Readings, Videos, Discussions, Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td></td>
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</tbody>
</table>
| **No Class Meeting this Week** | **Topics**  
- Review Syllabus & Course Website  
- What is Strategy  
- What Strategy is Not  

**Modules:**  
- 1-4  
- Course Information  

**Additional Assigned Readings:** All are in CoursePack  
- How to Tackle a Strategy Case  
- Strategy and Strategic Thinking  
- Creating a Meaningful Corporate Purpose  

**Other Assignments:**  
- Purchase the CoursePack  
- Connect with Team members and Choose a publicly traded company that is in turbulent (very bad) condition at the moment.  
- Team Role Quiz Write-up – Due June 10 by 6pm  
- Leadership Style Write-up – Due June 10 by 6pm  
- Individual Case 1 – Due June 10 by 6pm |
| **Week 2** | |
| **Class Meets Mon/Wed via Zoom** | **Topics**  
- What is Strategy  
- How do employees understand the strategy  
- Competitive Positioning and Advantage  
- What forces are reshaping the Auto Industry  

**Modules:**  
- 5-7  

**Additional Assigned Readings:**  
- Five Reasons Your Employees Don’t Understand your Vision  
- Watch Simon Sincek’s “Start with Why”  
- Creating a Meaningful Corporate Purpose  

**Other Assignments:**  
- Individual Case 2 - Due by June 17th  
- WIS Part 1 & 2 due by June 17th |
| Week 3 | Take the Mid-Term Exam  
Available June 17, 8am to June 23, 11pm.  
**Modules:**  
- 7-10  
**Additional Assigned Readings:** All from CoursePack  
- Do Your Really Understand Your Best Customers  
- Has Your Org. Acted on What it’s Learned in the Pandemic  
- Building a Winning AI strategy for your Business  
**Other Assignments:**  
- WIS Part 3 due by June 24th |

| Week 4 | Topics  
- Business or Corporate Level Strategy  
- Going Global  
- Implementation and Design  
**Additional Assigned Readings:** All from CoursePack  
- Why Do Many Strategies Fail?  
**Other Assignments:**  
- WIS Part 4 due by July 1 by 6pm. |

| Week 5 | Take the Final Exam  
Available June 28, 8am to July 3, 11pm.  
**Other Assignments:**  
- Present on WIS Recommendations (On Monday) |