



## Syllabus



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# COURSE SYLLABUS

## MGMT 650: Seminar: Strategic Management - 4 Credits

Online

Fall, 2008

September 13 - December 12; *(Thanksgiving Break: November 22-28)*

Last Updated: July 29, 2008



Instructor: Instructor: Michael Russell

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### Course Description

This capstone integrative seminar focuses on the concepts and techniques of strategic management. It analyzes the process of developing and executing strategies designed to maximize a company's competitive advantage. Students will not only learn how to assess a company's internal and external environments but also the range of competitive strategies available. With this information, students will develop skills to determine the appropriate strategy to fit the company's unique resources and environment. Students in competing management teams will apply these concepts and techniques by crafting and executing strategy in a business simulation exercise. They will also apply their knowledge of strategic management to their own field of professional interest by completing a course project.

### Prerequisites

MGMT 500: Principles of Management; MGMT 504: Business Statistics; MGMT 511: Financial Accounting; MGMT 514: Principles of Marketing; MGMT 613: Financial Management

### Learning Outcomes

At the completion of the course, learners will be able to:

- articulate the nature of management strategy and discuss its importance in achieving competitive advantage.
- examine the process of crafting and executing strategy and apply that process to case studies and to a business simulation.
- analyze and evaluate external environmental factors such as competition, industry trends, technology, government regulations, and changing demographics/customer preferences and apply this analysis to case studies and to a business simulation.
- analyze and evaluate a company's resources and competitive position by examining organizational strengths, weaknesses, opportunities, and threats (SWOT) and by value chain analysis to assess competitiveness of prices and costs. Learners will apply this analysis to case studies and to a business simulation.
- evaluate generic competitive strategies and integrate all relevant internal and external variables in selecting optimal strategies in case studies and in a business simulation.
- evaluate the nature and application of ethical principles and social responsibility in the creation and execution of business strategy.
- function as a member of an effective management team and create optimal strategies in a business simulation exercise.
- integrate and apply concepts of strategic management in an area of professional interest by completing a course project

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## Course Resources

### Textbook(s):

Thompson, Strickland, Gamble, **Crafting and Executing Strategy: Text and Readings with Online Learning Center with Premium Content Card** , McGraw-Hill Irwin, (15th ed.paperback), 2007. ISBN 0-07-3452785

NOTE: The Text is available through MBS Direct. If you order the above text from MBS Direct, you will receive the text and the GLO-BUS Access Card combination. If you purchase the text alone from another source, you will register for GLO-BUS online with a credit card. Registration procedures will be provided.

**Textbooks are available via GSC's online bookstore, MBS Direct at: <http://bookstore.mbsdirect.net/gsc.htm>** (The course-CRN number for ordering this textbook is: 10162). Textbooks can also be purchased from MBS via phone, mail or fax. For additional information, visit the [Online Bookstore](#) section of the college web site.

### Other Class Materials:

NOTE: The Text is available through MBS Direct. You will register for GLO-BUS online with a credit card. Registration procedures will be provided.

**PLEASE NOTE:** It is the learner's responsibility to have purchased all required course materials before the start of the course. Learners are expected to meet all course expectations even if the shipment of a required textbook or other learning resource is delayed. Be sure to choose the shipping option that will get your text/resource delivered in a timely manner.

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## Blackboard Orientations

**There are no face-to-face sessions for this course.** If you have never taken an Online Interactive Course (OIC) at the college, we highly recommend that you attend one of the [2-hour Blackboard Orientation sessions](#) available throughout the state. If you choose not to attend a face-to-face session, you are encouraged to complete the [Online Orientation with audio](#) at your own convenience.

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## Course Policies

1. It is the learner's responsibility to have purchased all required course materials before the start of the course. Learners are expected to meet all course expectations even if the shipment of a required textbook or other learning resource is delayed. Be sure to choose the shipping option that will get your text/resource delivered in a timely manner.
2. The discussion board is a central feature of this course. Your active participation in your discussion group's weekly discussion is an essential part of your learning. Each week I will review your group's summary response to the week's discussion question and give you feedback and a grade. All members of the group will receive the same grade for the week's discussion and summary. **However, I reserve the right to assign a lower grade to any group member who does not actively participate in the weekly discussion.** At the end of the term, I review all group discussion board activity and, if necessary, reduce the discussion grade for group members who did not actively participate.
3. Your active involvement in your GLO-BUS team is also an essential part of your learning in this class. Your team will receive a score each week for your decisions. At the end of the term I will review your Peer Evaluations and your team participation and if necessary, will assign a lower GLO-BUS grade to any team member who has not actively participated in the team's decision making during the term.

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## Description of Course Activities and Requirements

Accomplishment of learning will be evaluated on the basis of: participation in weekly discussion board activities, participation in the simulation game, a midterm and final exam, and completion of a course project. All assignments for the course will be due on the Monday following the end of the module.

### Participation in the Class and on the Discussion Board

Participation means logging in to the course every day or so, being active in the discussion board activity/simulation game/in-class discussion and displaying knowledge of the assigned material on a weekly basis. At the beginning of each week, I will post questions on the Discussion Board. You will be divided into discussion groups and be responsible for a summary response by the end of each week. The issue here is not the quantity of your responses but the quality. The key to making this interaction meaningful is not how many times you post/discuss; it is the quality of your thinking and reflection that counts the most. Your class participation is worth 25% of your grade. See the Participation Rubric page for additional details.

### GLO-BUS Simulation

You will be assigned to teams that will compete with each other in global markets in the digital camera industry. This is a business simulation that gives your team the opportunity to run a company, making weekly decisions and getting feedback regarding the consequences of your decisions. Complete instructions for getting started with GLO-BUS are available in the **GLO-BUS** page. Your grade on the simulation is worth 25% of your course grade.

### Midterm and Final Exams

Both the midterm and final exams will be open-book case studies. You will have at least one week to complete the exam and will submit it via the Assignment Link by the due date. Your grade on the midterm exam is worth 10% and on the final is worth 15% of your course grade.

### Course Project

You will choose a topic in your professional field of interest that relates to strategic management and applies theory to practice. You may select your topic from choices provided on the Course Project page. A complete description of the course project can be found on the **Course Project** page within the Course Content section of the course. Your grade on the Course Project is worth 25% of your grade.

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## Grading Percentages

Your final grade for the course will be calculated as follows:

Activity	% of Final Grade
Participation: Weekly Discussion Board Activity	25%
Midterm exam	10%
Final Exam	15%
GLO-BUS Simulation	25%
Course Project	25%
<b>Total</b>	<b>100%</b>

Grades in this class will follow the scale of Granite State College, where A/4.0 is awarded for Excellent work and F/0.0 is awarded for Failure/ No credit.

### Granite State College Standard Grading Scale

Grade	Percent	Grade Points	Level of Achievement
A	95-100	4.0	Excellent
A <sup>-</sup>	90-94	3.67	
B <sup>+</sup>	87-89	3.33	Good
B	84-86	3.0	
B <sup>-</sup>	80-83	2.67	
C <sup>+</sup>	77-79	2.33	
C	74-76	2.0	*Acceptable
C <sup>-</sup>	70-73	1.67	†
D <sup>+</sup>	67-69	1.33	Poor
D	64-66	1.00	
D <sup>-</sup>	60-63	0.67	
F	≤59	0	Failure, no credit

\*A grade of C or better is required to fulfill requirements in the major, minor, or general education core at GSC. Please consult the GSC catalog for details.

† A grade of C<sup>-</sup> or below generally does not transfer to other academic institutions.

### Course Schedule & Topics

Module	Assignments/Activities
<b>Module 1: What is Strategy? Why is it Important? The Process of Crafting Strategy</b> September 13 -28	<ul style="list-style-type: none"> <li>• Text Chapters 1,2</li> <li>• Discussion Board: Discussion Questions, Weeks 1, 2</li> <li>• Glo-Bus: Participant's Guide; Practice Decision Years 6, 7; Quiz #1</li> <li>• Course Project Topic Due</li> </ul>
<b>Module 2: Evaluating A Company's External Environment</b> September 29 – October 12	<ul style="list-style-type: none"> <li>• Text Chapter 3</li> <li>• Discussion Board: Discussion Questions, Weeks 3, 4</li> <li>• Glo-Bus: Decision Years 6,7</li> <li>• Course Project Outline and Bibliography Due</li> </ul>
<b>Module 3: Evaluating A Company's Resources and Competitive Position</b> October 13 - 26	<ul style="list-style-type: none"> <li>• Text Chapter 4</li> <li>• Discussion Board: Discussion Questions, Weeks 5, 6</li> <li>• Glo-Bus Decision Years 8, 9</li> <li>• Course Project Progress Report Due</li> </ul>
<b>Module 4: The Five Generic Competitive Strategies and Other Strategy Options</b> October 27 – November 9	<ul style="list-style-type: none"> <li>• Text Chapters 5, 6</li> <li>• Discussion Board: Discussion Questions, Weeks 7, 8</li> <li>• Glo-Bus Decision Years 10, 11</li> <li>• Midterm Exam</li> </ul>

<b>Module 5: Competing in Foreign Markets</b> November 10 - 16	<ul style="list-style-type: none"> <li>• Text Chapter 7</li> <li>• Discussion Board: Discussion Questions, Week 9</li> <li>• Glo-Bus Decision Year 12</li> </ul>
<b>Module 6: Strategy, Ethics, and Social Responsibility</b> November 17 - 22	<ul style="list-style-type: none"> <li>• Text Chapter 10</li> <li>• Discussion Board: Discussion Questions, Week 10</li> <li>• Glo-Bus Decision Year 13</li> <li>• Course Project First Draft Due</li> </ul>
<b>Module 7: Effective Strategy Execution</b>  <i>Thanksgiving Break: November 22-28</i>  November 29 – December 12	<ul style="list-style-type: none"> <li>• Text Chapter 13</li> <li>• Discussion Board, Discussion Question, Week 11, 12</li> <li>• Glo-Bus Decision Year 14; Peer Evaluations</li> <li>• Course Project Due</li> <li>• Final Exam</li> </ul>

**Note:** The schedule above may change at the instructor's discretion.

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## Library Resources

Granite State College has a Virtual Library (<http://www.granite.edu/current-students/virtual-library/>) available 24/7 with access to the full-text of thousands of journals and professional periodicals, an online Reference Room, selected Internet resources, writer's resources, research and citation help, and a collection of tutorials. The databases are password protected.

See GSC Library tab in MyGranite for username and password. In addition, the **Library Info** link in the course menu provides direct links to research databases, *Research FAQs* and more.

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## Academic Resources and Information Services

Academic assistance to students is available at GSC Centers at no additional charge in such areas as basic skills preparation in reading, writing and math; study skills and research and citation help. Academic Resources staff members work closely with faculty and students toward academic success. A whole range of tools is available, including study and time management tips, APA and MLA citation assistance, access to learning resources online, and feedback on course writing projects. To contact an Academic Resource and Information Coordinator, see the Academic Resource Link on the Resources page in the course menu or go directly to [http://bbresources.granite.edu/course\\_docs/acad\\_resources.htm](http://bbresources.granite.edu/course_docs/acad_resources.htm).

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## Technical Assistance

For assistance with issues related to accessing the MyGranite portal, GSC email, Webrock, online courses or other technical issues related to any of the Blackboard tools, please visit the GSC Technical Assistance Center (<http://bbresources.granite.edu/techassist/help.htm>) for answers to the most frequently asked questions or to submit an online help request form. Or call **1-888-372-4270** (Hours: M-F, 8:30-5:00, messages checked twice daily on weekends. Extended hours for the week before start of the term and first week of the term: M-Th, 8:00-7:00.)

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## Documented Disabilities / Americans with Disabilities Act

Granite State College will provide qualified individuals with disabilities the same educational opportunities available to persons without disabilities. When an individual's documented disability creates a barrier to educational opportunities, the College will attempt reasonable accommodation to remove the barrier. If you need assistance, we recommend that you make contact early to ensure that your requests can be reviewed prior to the start of each term. If you wish to apply for accommodations, contact your academic advisor or the Dean of Learner Services in Concord. See the complete Granite State College policy in the current college catalog for further details.

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## Academic Honesty

An academic community is based on honesty and integrity. Plagiarism, cheating, or other forms of academic dishonesty are not acceptable at Granite State College. Faculty and students have a joint responsibility to ensure the integrity of learning.

All work that you submit must be your own except in those instances when your instructor gives specific permission to collaborate. When quoting, summarizing or explaining ideas that are based on another's work, whether in print or online, make sure to cite references appropriately. Plagiarism is using another's words or even paraphrasing another's work without giving proper credit through the use of citations.

For Granite State College's complete [academic honesty policy](#), see the current college catalog.

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## Conduct in the Online Classroom

Membership in society implies minimal norms for civil behavior towards one another. It is Granite State College's expectation that all members of our college community treat faculty, staff, and fellow learners with respect. Learners need to be knowledgeable of and comply with college policies. Each individual is accountable for his/her actions and for the consequences of any behavior that is inconsistent with these values and expectations.

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## Institutional Assessment

Assessment is an ongoing process that enables the College to improve its programs, courses, and teaching methods. Institutional evaluation may be embedded in tests, exams, and other measurements of student learning. As members of a learning community, students, faculty, and staff will be expected to participate in the important process of assessment on occasion. Confidentiality of any data that identify participants is maintained.

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