

Syllabus for
MGT 431—Strategic Management
3 Credit Hours
Spring 2017

I. COURSE DESCRIPTION

Examines the operations of firms within industries from a macro perspective. Studies strategy formulation, strategy implementation, and strategy evaluation and control. Focuses on the competitive abilities and strategies of the firm and integrates concepts from the functional areas of accounting, finance, information systems, management, and marketing. (This is one of two capstone courses that must be taken by all ORU School of Business seniors.)

Prerequisites: Senior standing and FIN 338

II. COURSE GOALS

- A. Strategic Management gives students exposure to the problem solving structure and idiosyncrasies of the corporate world. Here, they receive information on how to formulate and implement formal strategic planning.

The major aspects of daily corporate life are reviewed and discussed. Also included is how we can be strong in our Christian faith and perform excellently in the many roles each person faces.

- B. Consistent with the University's purpose this course seeks to do the following:
1. Contribute to the education of the whole person.
 2. Encourage the synthesis and integration of the common bond of knowledge provided by the University into a unified whole.
 3. Sharpen the student's communication, computation and critical analysis skills.
 4. Demonstrate that knowledge and experience are related not separate.
 5. Advocate the examination of this field of knowledge in the context of its influence and being influenced by others.

- C. The course readies students for an active role in the general areas of management and business administration.

The program focuses on the firm's effective resource management through the functions of strategic planning, organizing, staffing, leading, and controlling. Additionally, the course provides students a much broader base of specialized knowledge in order to become an effective member of the business society.

As in all business courses this program's purpose is to develop an integrated person—spiritually alive, intellectually alert, and physically disciplined.

- D. In line with the departmental objectives, this course readies students in five areas.
 - 1. Critical thinking skills (reasoning, objectivity, analysis, interpretation, research, or decision making relevant to the discipline).
 - 2. Communication abilities (written, oral, and nonverbal communication; group process, information technology, and/or media production)
 - 3. Comprehensive, foundational knowledge for the major's professional standards.
 - 4. Broad interpretation of the dynamics of business within the social and professional context.
 - 5. Internalization of Christian business ethics and professionalism.

III. STUDENT LEARNING OUTCOMES FOR THIS COURSE

As a result of successfully completing this course the student will be able to do the following:

- A. Present a strategic plan about a company, discuss its present business position, its long-term direction, its resources and competitive capabilities, the caliber of the present strategy and its opportunities for gaining sustainable competitive advantage.
- B. Conduct strategic analyses in a variety of industries and competitive situations and competitive challenges of a global market environment.
- C. Craft a business strategy, orally or in writing reason carefully about strategic options, and use what-if analysis to evaluate action alternatives and make sound strategic decisions.
- D. Identify the managerial tasks associated with implementing and executing company strategies, the range of actions managers can take to promote competent strategy execution and be able to function effectively as part of a company's strategy-implementing team.
- E. Integrate the knowledge gained in earlier core courses involving marketing, finance, accounting, law, economics, and statistics in the ORU Business School curriculum, fit the various pieces of the business puzzle together, and explain why the different parts of a business need to be managed in strategic harmony for a company to operate in winning fashion.
- F. Orally or in writing use their powers of managerial judgment and skills to assess business risk and result-oriented action plans.
- G. Use Power Point, IS concepts, and personal computers to do managerial analysis and managerial work.
- H. Use exemplary ethical principles, sound personal and company values and socially responsible management practices.
- I. Integrate experiences involving marketing, finance, accounting, law, economics, and statistics by working on team projects to solve case problems.

IV. TEXTBOOKS AND OTHER LEARNING RESOURCES

A. Required Materials

1. Textbooks

Thompson, Arthur A. Jr., Strickland, A.J. III, and Gamble, John E. *Crafting & Executing Strategy*, 20th edition. New York, NY: McGraw-Hill Irwin Publishers, 2015.
Custom Textbook: ISBN: 9781308468471
Custom eBook ISBN: 9781308468495 found at <https://create.mheducation.com/shop/>

B. Recommended:

1. Harvard Business Review Articles & Cases

Links to articles and cases will be provided on D2L.

2. McKeown, Max. *The Strategy Book*. FT Press, 2012. ISBN: 978-0-273-75709-2.

V. POLICIES AND PROCEDURES

A. University Policies and Procedures

1. Attendance at each class or laboratory is mandatory at Oral Roberts University. Excessive absences can reduce a student's grade or deny credit for the course.
2. Students taking a late exam because of an unauthorized absence are charged a late exam fee.
3. Students and faculty at Oral Roberts University must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print, electronic, video, multimedia, or computer software. Plagiarism and other forms of cheating involve both lying and stealing and are violations of ORU's Honor Code: "I will not cheat or plagiarize; I will do my own academic work and will not inappropriately collaborate with other students on assignments." Plagiarism is usually defined as copying someone else's ideas, words, or sentence structure and submitting them as one's own. Other forms of academic dishonesty include (but are not limited to) the following:
 - a. Submitting another's work as one's own or colluding with someone else and submitting that work as though it were his or hers;
 - b. Failing to meet group assignment or project requirements while claiming to have done so;
 - c. Failing to cite sources used in a paper;
 - d. Creating results for experiments, observations, interviews, or projects that were not done;
 - e. Receiving or giving unauthorized help on assignments.By submitting an assignment in any form, the student gives permission for the assignment to be checked for plagiarism, either by submitting the work for electronic verification or by other means. Penalties for any of the above infractions may result in disciplinary action including failing the assignment or failing the course or expulsion from the University, as determined by department and University guidelines.
4. Final exams cannot be given before their scheduled times. Students need to check the final exam schedule before planning return flights or events at the end of the semester.
5. Students are to be in compliance with University, school, and departmental policies regarding Whole Person Assessment requirements. Students should consult the WPA handbooks for requirements regarding general education and the students' majors.
 - a. The penalty for not submitting electronically or for incorrectly submitting an Whole Person Assessment artifact is a zero for that assignment.
 - b. By submitting an assignment, the student gives permission for the assignment to be assessed electronically.

B. Course Policies and Procedures

1. Evaluation Procedures

	Points
a. Exams – Case Presentations	
1. Midterm: Market Analysis & Competitive Positioning	150
2. Final: Strategic Recommendations	200
3. National Field Test	100
Sub-total	450
b. Case Analysis	
1. External/Internal Analysis	100
2. Strategies	100
Sub-total	200
Professional Development Program	10
Grand Total	650

2. Course Assignments and Activities

a. Textbook Study

- (1) Students are expected to prepare for class by previewing text material and completing assignments based on the material.
- (2) The preview process includes paging through the chapter, reading and thinking about section headings, and considering useful applications of the material

b. Academic Honesty

Students and faculty at Oral Roberts University must adhere to all laws addressing the ethical use of others' materials, whether it is in the form of print, video, multimedia, or computer software. By submitting an assignment in any form, the student gives permission for the assignment to be checked for plagiarism, either by submitting the work for electronic verification or by other means.

3. Attendance Policy

- a. In line with the University policy, attendance is mandatory and is taken at the beginning of class. All students who miss class including those who are administratively excused are expected to obtain class notes and materials and to turn in assignments within a reasonable time period determined by the professor. In business, employees are allowed personal days or sick leave to be absent from the job without penalty. Similarly, students may miss class up to the number of times per week a class meets without penalty (see table below). This allowance is for illness, personal business, and/or emergencies. The professor has the discretion to excuse any absence beyond those described above.

- b. If a student has excessive *unexcused* absences, a penalty will be assessed as follows:

Number of days the class meets per week	Number of absences <u>not</u> resulting in a penalty	For <u>each additional day</u> the student incurs an unexcused absence beginning with absence number:	The student's total number of points will be reduced by*:
3	3	4	2%
2	2	3	3%
1	1	2	7%

*Based on a 15 week semester and the number of days per week the class meets.

- c. Whether excused or unexcused, excessive absences may negatively impact the student's performance/grade and may cause the student to fail the course.
- d. The professor has the prerogative to assign bonus points (if any) for perfect attendance.
4. Tardies
- a. Tardy is defined as missing *any* portion of class.
- b. Being consistently tardy to class is disruptive to the class and disrespectful to the professor and to fellow class members. This type of behavior is unacceptable in business. Thus, three unexcused tardies will be equal to one unexcused absence.
- c. Depending on the amount of the class missed, makeup work may be required or a student may be marked absent for that class.
- d. To not be counted absent altogether, the student is responsible to inform the professor that he/she was tardy immediately following that class.
5. Whole Person Assessment Requirements:
There are currently no Whole Person Assessment requirements for this class.
6. Other information:
Professor's contact - Kevin Schneider
Office: Graduate Center 3F08
Telephone: 918-495-6563
E-Mail: kschneider@oru.edu

VI. COURSE CALENDAR

Week	Topic/Assignments	Read
1	Strategic Planning Process	
2	Vision/Business Model	HBR Articles
3	Market Analysis	Chapter 3 Article
4	Competitive Positioning	Chapter 4 Article
5	Case Study	Case
6	Corporate Strategy	Chapter 8
7	Business Strategy	Chapter 5
8	Blue Ocean Strategy	HBR Article
9	Case Presentations	-
10	Alliances & Partnership / Mergers & Acquisitions	Chapter 6
11	Spring Break	-
12	International Strategy	Chapter 7
13	Case Study	Case
14	Marketing Strategy: Offensive & Defensive Moves	Chapter 6
15	Vertical Integration Strategy	Chapter 6
16	Case Presentations	-
17	Final Examination	-

Course Inventory for ORU's Student Learning Outcomes

Strategic Management MGT 431 Spring 2017

This course contributes to the ORU student learning outcomes as indicated below:

Significant Contribution – Addresses the outcome directly and includes targeted assessment.

Moderate Contribution – Address the outcome directly or indirectly and includes some assessment.

Minimal Contribution – Address the outcome indirectly and includes little or no assessment.

No Contribution – Does not address the outcome.

The student Learning glossary at <http://ir.oru.edu/doc/glossary.pdf> defines each outcome and each of the proficiencies/capacities.

OUTCOMES and Proficiencies/Capacities		Significant Contribution	Moderate Contribution	Minimal Contribution	No Contribution
1	Outcome #1 – SPIRITUALLY ALIVE				
	<i>Proficiencies/Capacities</i>				
1A	Biblical knowledge			X	
1B	Sensitivity to the Holy Spirit	X			
1C	Evangelistic capability			X	
1D	Ethical behavior	X			
2	Outcome #2 – INTELLECTUALLY ALERT				
	<i>Proficiencies/Capacities</i>				
2A	Critical thinking	X			
2B	Analytical problem solving	X			
2C	Global and historical perspectives		X		
2D	Aesthetic appreciation				X
2E	Intellectual creativity	X			
2F	Information literacy	X			
3	Outcome #3 – PHYSICALLY DISCIPLINED				
	<i>Proficiencies/Capacities</i>				
3A	Healthy lifestyle				X
3B	Physically active lifestyle				X
3C	Properly balanced nutrition plan				X
4	Outcome #4 – SOCIALLY ADEPT				
	<i>Proficiencies/Capacities</i>				
4A	Communication skills	X			
4B	Interpersonal skills	X			
4C	Appreciation of cultural and linguistic differences			X	
4D	Responsible citizenship			X	
4E	Leadership capacity	X			