

Syllabus for
MGT 431—Strategic Management
3 Credit Hours
Spring 2021

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. Cumulative minimum GPA of 2.4.

Co-requisite: Senior Seminar

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

Required Materials

David, F. R. (2017). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (16th ed.). Upper Saddle River, NJ: Prentice Hall. ISBN-13: 978-0-13-374035-6.

Hoskisson, R. E., Hitt, M. A., Ireland, R. D., & Harrison, J. S., (2013). Competing for Advantage (3rd ed.). Mason, OH: Thomson – Southwestern. ISBN-13:978-0-538-47516-7.
(Strongly Recommended Textbook)

V. POLICIES AND PROCEDURES

A. University Policies and Procedures

1. 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.
- #### 2. 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.
- #### 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 a 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.

A. Course Policies and Procedures

1. Evaluation Procedures

Assignment/Test	Points
a. Reports on Assigned Company's Strategic Plan	
1. Report 1: Market Analysis & Competitive Positioning	100
2. Report 2: Strategic Recommendations	100
Sub-total	200
b. Presentation of Company's Strategic Plan	
1. Midterm: Market Analysis & Competitive Positioning	150
2. Final: Strategic Recommendations	200
Sub-total	350
c. Major Field Test (Cumulative National Test)	100
Grand Total	650

- d. "All exams/assignments/presentations must be taken/submitted/held at the time/date scheduled for the class/group/individual. A student will not receive any points for late work or if absent. Only authorized/administrated excuses give the right to request a late exam or to postpone assignments/presentations."

The course participates in the Professional Development Program (potentially 10 points)

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.

4. Whole Person Assessment Requirements:
There are currently no Whole Person Assessment requirements for this class.
5. Other information:
Professor's contact information:
Marshal Wright
Office: 3F19, College of Business, Graduate Center
Phone: 918-495-6988
mwright@oru.edu

Note

- Adjustments may be made to the course calendar due to the nature of the course.
Any changes will be timely communicated to all students.
- Most links, aid, tools etc. for this course are available for the students on D2L.

VI. Important Covid-19 Information

Coronavirus: All faculty members and students are expected to be face-to-face in the classroom except under conditions provided in the ORU Fall 2020 Coronavirus Response Plan, which can be found at <https://oru.edu/campus-health/>.

VI. COURSE CALENDAR

Week	Topic/Assignments	Read
1	Introduction to Strategic Management & the Strategic Planning Process	Chapter 1
2	Introduction to Strategic Management & the Strategic Planning Process External Analysis	Chapter 2
3	Competitive Business Intelligence (Professor Malcolm) External Analysis	Chapter 3
4	External Analysis and Competitive Positioning	Chapter 4
5	Competitive Positioning <i>Assign First Four Team Cases</i>	Chapter 5
6	Competitive Positioning <i>Assign Last Two Team Cases</i>	Chapter 6
7	Competitive Positioning	Chapter 7
8	Competitive Positioning	Chapter 8
9	<i>First Four Presentations</i>	Chapter 9
10	<i>Last Two Presentations</i>	
11	Fall Break	
12	Strategic Alternatives, Evaluation, Recommendations, Implementation	Chapter 10
13	Strategic Alternatives, Evaluation, Recommendations, Implementation	Chapter 11
14	Strategic Alternatives, Evaluation, Recommendations, Implementation	
15	<i>Final Presentations</i>	
16	<i>Final Presentations</i>	
17	<i>Final presentations</i>	

Course Inventory for ORU's Student Learning Outcomes

International Business-MGT 431 Spring 2021

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

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

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

Minimal Contribution – Addresses 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 & Proficiencies/Capacities		Significant Contribution	Moderate Contribution	Minimal Contribution	No Contribution
1	Outcome #1 – Spiritually Alive Proficiencies/Capacities				
1A	Biblical literacy			x	
1B	Spiritual Formation			x	
2	Outcome #2 – Intellectually Alert Proficiencies/Capacities				
2A	Critical thinking, creativity, and aesthetics	x			
2B	Global & historical perspectives		x		
2C	Information literacy	x			
2D	Knowledge of the physical and natural world			x	
3	Outcome #3 – Physically Disciplined Proficiencies/Capacities				
3A	Healthy lifestyle				x
3B	Physically disciplined lifestyle				x
4	Outcome #4 – Socially Adept Proficiencies/Capacities				
4A	Ethical reasoning and behavior		x		
4B	Intercultural knowledge and engagement		x		
4C	Written and Oral Communication	x			
4D	Leadership capacity	x			